

**ASHFIELD DISTRICT COUNCIL**



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

## Agenda

### Cabinet

Date: **Monday, 19th July, 2021**

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Time: **10.00 am**

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

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01623 457317

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# **CABINET**

## **Membership**

**Chairman:**

Councillor Jason Zadrozny

**Councillors:**

Kier Barsby  
Tom Hollis  
David Martin  
Helen-Ann Smith  
John Wilmott

Samantha Deakin  
Rachel Madden  
Matthew Relf  
Daniel Williamson

## **FILMING/AUDIO RECORDING NOTICE**

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## **SUMMONS**

You are hereby requested to attend a meeting of the Cabinet to be held at the time/place and on the date mentioned above for the purpose of transacting the business set out below.



**Carol Cooper-Smith**  
**Chief Executive**

## **AGENDA**

## **Page**

1. **To receive apologies for absence, if any.**
2. **Declarations of Disclosable Pecuniary or Personal Interests and/or Non Registrable Interests.**
3. **To receive and approve as a correct record the minutes of the meeting of the Cabinet held on 29 June 2021.** 5 - 10
4. **Scrutiny Review: Veterans and Service Personnel.** 11 - 16  
Scrutiny Panel A Chairman  
Councillor Dave Shaw
5. **Housing Strategy 2021-23.** 17 - 44  
**Key Decision**  
Portfolio Holder  
Councillor Tom Hollis – Deputy Leader and Portfolio Holder for Council and Social Housing
6. **Draft Outturn Report 2020/21.** 45 - 66  
**Key Decision**  
Portfolio Holder  
Councillor David Martin – Portfolio Holder for Finance, Revenues and Benefits
7. **Addition to Capital Programme - S106 Funding.** 67 - 70  
**Key Decision**  
Portfolio Holder  
Councillor David Martin – Portfolio Holder for Finance, Revenues and Benefits

8. **Council's Insurance Arrangements 2020/21.** 71 - 76

**Non-Key Decision**

Portfolio Holder

Councillor David Martin – Portfolio Holder for Finance, Revenues and Benefits

9. **Corporate Risk - Year End 2020/21 Position.** 77 - 108

**Non-Key Decision**

Portfolio Holder

Councillor Daniel Williamson – Portfolio Holder for Customer Services, Corporate Change and Digital Transformation

10. **The Big Ashfield Spring Clean 2021.** 109 - 118

**Key Decision**

Portfolio Holder

Councillor Samantha Deakin – Portfolio Holder for Parks, Town Centres and Neighbourhood Services

11. **Ashfield District Council's successful application to the Infrastructure Solutions for Zero Emission Vehicles Competition.** 119 - 122

**Non-Key Decision**

Portfolio Holder

Councillor Samantha Deakin – Portfolio Holder for Parks, Town Centres and Neighbourhood Services

## CABINET

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

**on Tuesday, 29th June, 2021 at 10.00 am**

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

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

**Officers Present:** Craig Bonar, Carol Cooper-Smith,  
Richard Crossland, Ruth Dennis,  
Joanne Froggatt, Katherine Green,  
Theresa Hodgkinson, Peter Hudson,  
Paul Parkinson and Lynn Cain.

**In Attendance:** Councillor Jim Blagden

**CA.1 Declarations of Disclosable Pecuniary or Personal Interests  
and/or Non Registrable Interests**

No declarations of interest were made.

**CA.2 Minutes**

RESOLVED

that the minutes of the meeting of the Cabinet held on 23 March 2021, be  
received and approved as a correct record.

**CA.3 Corporate Plan Refresh and Year End Position 2021/22**

Cabinet were presented with the year-end outturn position, the proposed  
refresh of the Corporate Plan for approval and where relevant, updates  
regarding the impact of the pandemic and the Council's continued provision of  
services.

The Portfolio Holders gave a brief overview of progress and achievements  
within their area and the new Chairman of the Covid-19 Recovery Scrutiny  
Panel spoke about the proactive work of the Panel during the pandemic. The  
Chief Executive also took the opportunity to speak about the continued  
commitment and exemplary work of the Council's employees during this  
difficult time.

Members considered the alternative option of declining to adopt the refreshed Corporate Plan.

RESOLVED that

- a) having considered and reviewed the levels of performance achieved against the Corporate Plan and Corporate Scorecard, as at year-end 2020/21, the significant levels of continued service provision to date despite the impacts of the pandemic, be noted;
- b) the Corporate Plan Refresh, as appended to the report, be approved;
- c) the Chief Executive be authorised, in consultation with the Leader of the Council, to review and revise the Corporate and Place Scorecards as aligned to the Corporate Plan;
- d) a vote of thanks be extended to all Council employees to acknowledge their unwavering commitment to providing a full range of services to Ashfield and its residents during the pandemic.

Reason:

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

#### **CA.4 Affordable Housing Development - Wesley Street, Annesley**

Cabinet were advised about an opportunity to develop affordable bungalows on a Council owned, undeveloped plot of land at Wesley Street, Annesley, and approval was sought for the said development.

Members considered alternative options of doing nothing with the land or selling it for private development. Both were rejected because the land was not currently being used and had development potential although an existing covenant would negate any private development.

RESOLVED

- a) that subject to planning consent and Homes England funding;
- b) the use of the unused section of the Council-owned Wesley Street Allotment site for bungalows let on an affordable rent basis, be approved;
- c) delegated authority be granted to the Director of Housing and Assets, in conjunction with the Director of Legal and Governance and the Corporate Finance Manager (and Section 151 Officer), to agree the appropriation of the Wesley Street site from the General Fund to the Housing Revenue Account based upon best consideration of the land value and the parameters of the social housing viability model, in line with details as set out in the report;

- d) the use of both Housing Revenue Account reserves and Commuted Sums to fund the construction of 12 new affordable homes, be approved;
- e) delegated authority be again granted to the Director of Housing and Assets, in conjunction with the Corporate Finance Manager (and Section 151 Officer), to negotiate and formalise final scheme costs, specification and delivery.

Reason:

The development would help to achieve the Council's Corporate Plan objective of delivering much needed additional good quality affordable housing in the District and bring into use, in an extremely positive way, an under used site.

## **CA.5 Public Spaces Protection Order (PSPO) - Renewal Consultation**

Cabinet were requested to consider proposals for carrying out the necessary consultation, publicity and notification for the extension of the existing 2015 Public Spaces Protection Order (PSPO), as extended and varied in 2018, and additional prohibitions for a further period of 3 years.

A statement from Councillor David Hennigan, Ward Member for Sutton Central and New Cross, was read out to Members during the debate.

Members considered the alternative option of declining to approve the necessary consultation and notification to extend and vary the existing PSPO and additional prohibitions before 30 September 2021 but this was not recommended as officers would no longer be able to take action under these provisions to request a person to hand over alcohol, to issue a fixed penalty notice or provide evidence for legal action for breaching the PSPO.

RESOLVED that

- a) approval be given to carry out the necessary consultation, publicity and notification for the extension of the existing 2015 Public Spaces Protection Order (extended and varied in 2018) for a further period of 3 years;
- b) approval be also given to carry out the necessary consultation, publicity and notification for the variation of the existing 2015 Public Spaces Protection Order (extended and varied in 2018) to include the prohibitions previously set out in the 2018 Junction 27 M1 Car Cruising PSPO which expired on 3 May 2021;
- c) the necessary consultation, publicity and notification for the variation of the existing 2015 Public Spaces Protection Order (extended and varied in 2018) be undertaken and to include a prohibition which restricts the public right of way over the highway namely the strip of land which runs between Bentinck Street and Welbeck Street, Sutton-In-Ashfield;
- d) £1,000 be added to the Annual Budget and Medium Term Financial Strategy from 2022/23 to meet the estimated annual maintenance costs of works proposed within this report;

- e) delegated authority be granted to the Leader and Deputy Leader (and Portfolio Holder for Community Safety and Crime Reduction), in conjunction with the Director of Place and Communities, to make any minor amendments to the plans contained in the draft Public Spaces Protection Order prior to commencement of the agreed consultation.

Reasons:

Recommendation 1

In accordance with Section 60, Anti-Social Behaviour, Crime and Policing Act 2014, a PSPO may not have effect for a period of more than 3 years unless extended. The existing PSPO of 2015 as amended and varied in 2018, relating to number of dogs, alcohol, direction to move on and urinating issues will expire on 30 September 2021. Unless the PSPO is extended, it will restrict the Council and Police being able to tackle these types of issues throughout the District.

Recommendation 2

In line with Section 59 of the Act there must be evidence to support and extend the need for a PSPO including any variations. The separate 2018 PSPO relating to Junction 27 M1 Car Cruising expired on 3 May 2021 and unless the prohibitions in this PSPO are re-introduced, the Council and the Police will not be able to take suitable action to effectively manage these issues.

Previous action has included a number of successful partnership operations to tackle car cruising acting as a deterrent for vehicles being driven in an anti-social manner within the Junction 27 vicinity.

Recommendation 3

In line with Section 59 of the Act there must be evidence to support and extend the need for a PSPO including any variations. Initial reports submitted relating to the New Cross area and in particular Welbeck Street and Bentinck Street, Sutton-In-Ashfield, validates the need to close a strip of land between Bentinck and Welbeck Street to reduce incidents of crime and disorder and anti-social behaviour within this vicinity.

## **CA.6 Towns Fund**

Cabinet were presented with further information about the success of the Towns Fund submission for Kirkby and Sutton which has secured a massive £62.6m of funding.

As the report was for information only. Members did not have any alternative options to consider.

**RESOLVED**

that the announcement that Ashfield has secured £62.6m from the Towns Fund for investment in Kirkby and Sutton, be received and noted.



Reason:

To make Cabinet Members aware that £62.6m funding has been secured from the Towns Fund as part of the Council's ambitious plans to regenerate the District. Together with funding secured from the Towns Fund Accelerator Fund and the Future High Streets Fund, over £70m has now been secured for Ashfield.

Together with co-funding this will bring well over £100m of investment into the District over the next five years. Following the tremendous success of these bids the Council would be focusing on accessing funding to support Hucknall, with a bid to the Levelling Up Fund due to be developed over the next few months.

#### **CA.7 Leisure Transformation Programme**

Cabinet received an update regarding the Leisure Transformation Programme including progress with the Leisure Operating Contract, capital improvements to Hucknall and Lammas leisure centres and progress with the Kirkby Leisure Centre development build and the second swimming facility at Hucknall Leisure Centre.

Members considered the alternative option of declining to grant delegated authority for 'in term' variations to the Leisure Operating Contract.

RESOLVED that

- a) the commencement of the new Leisure Operating Contract with Everyone Active which achieves at least a financial 'break even' position for the Council, be noted;
- b) the progress with capital developments at both Kirkby Leisure Centre and Hucknall Leisure Centre, be noted;
- c) delegated authority be granted to the Director of Place and Communities in conjunction with the Corporate Finance Manager (and Section 151 Officer) and appropriate Portfolio Holder, to agree any 'in term' variations to the Leisure Operating Contract as long as the financial 'break even' position is not reduced.

Reason:

To update Cabinet Members regarding the successful conclusion of the final elements of the contract negotiation and commencement of the new contract by Everyone Active on 1 May 2021.

The meeting closed at 1.08 pm

Chairman.

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<b>Report To:</b>	<b>CABINET</b>	<b>Date:</b>	<b>19 JULY 2021</b>
<b>Heading:</b>	<b>SCRUTINY REVIEW: VETERANS AND SERVICE PERSONNEL</b>		
<b>Portfolio Holder:</b>	<b>NOT APPLICABLE</b>		
<b>Ward/s:</b>	<b>ALL</b>		
<b>Key Decision:</b>	<b>NO</b>		
<b>Subject to Call-In:</b>	<b>NO</b>		

## **Purpose of Report**

The purpose of this report is to present Cabinet with the final recommendations following the conclusion of the Scrutiny Review: Veterans and Service Personnel carried out by Scrutiny Panel A.

## **Recommendation(s)**

- a. Further explore the possibility of expanding the e-training modules regarding the Armed Forces Covenant, Housing and Homelessness for frontline staff, across all sections of the Council.
- b. Commend the work undertaken by the Council's Senior Community Engagement Officer in supporting the Ashfield Armed Forces community.
- c. Explore the potential to designate an Armed Forces representative in each section of the Council.
- d. Support and continue to commit to achieving the MoD Gold Employer Recognition Award through the Defence Employee Recognition Scheme.
- e. Continue to develop a robust and purposeful Reservist Policy to assist and support employees as required.
- f. Commit to increasing awareness across the Council and embedding ongoing support for the local Armed Forces Community within the Council's Corporate Plan.
- g. Develop an Armed Forces Welcome Pack designed to support the Armed Forces Community with the transition to civilian life in Ashfield.

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

Veterans and Service Personnel was added to the Scrutiny Workplan 2020/21 at the July 2020 meeting of the Overview and Scrutiny Committee. Scrutiny Panel A conducted a review of the topic concluding in February 2021, with a set of final recommendations formulated to be presented to Cabinet.

### **Alternative Options Considered**

No alternative options have been considered.

### **Detailed Information**

## **RECOMMENDATIONS**

Cabinet be recommended to:

- a. *Further explore the possibility of expanding the e-training modules regarding the Armed Forces Covenant, Housing and Homelessness for frontline staff, across all sections of the Council.*

Members were made aware of several e-learning opportunities that could be made available to relevant Council Staff and agreed that further training is vital to ensure staff can help support the Armed Forces Community.

The currently available training modules include:

- Module 1: The Armed Forces Covenant for Frontline Staff
- Module 2: Housing, Homelessness, and the Armed Forces Covenant

Members have also stated that similar e-learning/training opportunities will be valuable for Elected Members to undertake. Perhaps this could be discussed as part of the Standards and Personnel Appeals Committee work regarding member training and development.

- b. *Commend the work undertaken so far by the Council's Senior Community Engagement Officer in supporting the Ashfield Armed Forces community.*

Following discussions held with the Council's Senior Community Engagement Officer as part of the review process, Members came to understand the breadth of work undertaken so far to support the Armed Forces Community and to achieve the Silver Employer Recognition Award. Panel Members recommend that this work be commended.

- c. *Explore the potential to designate an Armed Forces representative in each section of the Council.*

The Panel recommends that each service area has an armed forces representative to ensure that the Council has sufficiently trained officers to support service delivery regarding the Armed Forces Community. This includes staff training, advice and ensuring that each area remains informed on all relevant social data. Providing a network of representatives also ensures that the Council has a unified approach to sharing relevant information within different service delivery points to improve the lives of armed forces veterans and ensure that they receive the appropriate support.

- d. *Support and continue to commit to achieving the MoD Gold Employer Recognition Award through the Defence Employee Recognition Scheme.*

The Defence Employment Recognition Scheme recognises the commitment and support from UK employers for Defence Personnel. The scheme comprises bronze, silver and gold awards for employers who support those who serve or have served in the Armed Forces and their families.

The Council is currently working towards achieving the Gold award and it is hoped that a nomination might be forthcoming in 2021. To achieve the Gold award the Council must demonstrate the following:

- must have signed the Armed Forces Covenant.
  - employers must have an existing relationship with their National Account Manager/REED/appropriate defence representative.
  - the employer should already be demonstrating support by receiving an ERS Silver Award.
  - the employer must proactively demonstrate their forces-friendly credentials as part of their recruiting and selection processes. Where possible, they should be engaged with Career Transition Partnership (CTP) in the recruitment of service leavers and have registered for the Forces Families Job (FFJ) portal.
  - employers must employ at least one individual from the armed forces community category that the nomination emphasises. For example, an employer nominated for support to the Reserves must employ at least one Reservist.
  - the employer must actively ensure that their workforce is aware of their positive policies towards defence people issues. For example, an employer nominated for support to the Reserves must have an internally publicised and positive human resources policy on Reserves.
  - the employer must be an exemplar within their market sector, advocating support to defence people issues to partner organisations, suppliers, and customers with tangible positive results.
  - within the context of Reserves the employer must have demonstrated support to mobilisations or have a framework in place. They must provide at least 10 days' additional leave for training, fully paid, to the Reservist employee.
  - the employer must not have been the subject of any negative public relations or media activity'.
- e. *Continue to develop a robust and purposeful Reservist Policy to assist and support employees as required.*

**Scrutiny Panel A Members are aware that since this recommendation was agreed upon, a Reservist Policy has been formally approved by Cabinet.**

During the review, Members were made aware that work was being undertaken on the development of a robust and purposeful Reservist Policy. Members agreed that the implementation of such policy would be essential for supporting employees and to further meet one of the criteria set out within the Defence Employer Recognition Scheme as the Council continues to work towards the Gold Award.

- f. *Commit to increasing awareness across the Council and embedding ongoing support for the local Armed Forces Community within the Council's Corporate Plan.*

The Corporate Plan sets out the Council's key ambitions and priorities for the period 2019 – 2023 as approved by Cabinet and endorsed by Council. Scrutiny Panel A Members recommend that the Corporate Plan should include reference to supporting the local Armed Forces Community as a commitment to increasing awareness across the Council and embedding support for the Armed Forces Community into the Council's priorities and objectives.

*g. Develop an Armed Forces Welcome Pack designed to support the Armed Forces Community with the transition to civilian life in Ashfield.*

Throughout the review, Members discussed the benefits of the Council producing a 'Welcome Pack' designed for those who have served in the armed forces or family members of someone who has served in the armed forces, following examining several examples of similar packs produced by neighbouring authorities.

Members have agreed that the pack should include the following key information:

- Introduction (who the document is for)
- Foreword from the Council's Armed Forces Champion
- Housing – buying a home, renting a home, homelessness, electoral registration
- Employment – signposting, starting your own business, volunteering
- Health – signposting, domestic abuse
- Benefits & Taxes – general money management advice
- Community Safety
- Leisure and Tourism
- Service charities – details of charities that can offer advice, support, or practical help

## **Implications**

### **Corporate Plan:**

The Scrutiny Panel A review of Veterans and Service Personnel has aligned with the Council's key priorities set out within the Corporate Plan 2019-2023:

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

### **Legal:**

There are no significant legal issues identified in the report.

### **Finance:**

Budget Area	Implication
General Fund – Revenue Budget	None.

General Fund – Capital Programme	
Housing Revenue Account – Revenue Budget	
Housing Revenue Account – Capital Programme	

**Risk:**

Risk	Mitigation
None at this stage.	None at this stage.

**Human Resources:**

There are no direct HR implications resulting from the recommendations in this report.

**Environmental/Sustainability:**

There are no direct environmental or sustainability implications resulting from the recommendations in this report.

**Equalities:**

Scrutiny Panel A Members have ensured the needs of the Armed Forces Community have been at the forefront of the review process through ongoing work and interaction with members of the Armed Forces Community.

**Other Implications:**

There are no other implications resulting from the recommendations in this report.

**Reason(s) for Urgency**

None.

**Reason(s) for Exemption**

None.

**Background Papers**

None.

**Report Author and Contact Officer**

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<b>Report To:</b>	<b>CABINET</b>	<b>Date:</b>	<b>June 2021</b>
<b>Heading:</b>	<b>HOUSING STRATEGY 2021-23</b>		
<b>Portfolio Holder:</b>	<b>CLLR T HOLLIS, PORTFOLIO MEMBER FOR HOUSING AND ASSETS (AND DEPUTY LEADER)</b>		
<b>Ward/s:</b>	<b>ALL</b>		
<b>Key Decision:</b>	<b>YES</b>		
<b>Subject to Call-In:</b>	<b>YES</b>		

## **Purpose of Report**

To seek approval of the Housing Strategy 2021-23 and to note the achievements of the Housing Strategy 2018-20

## **Recommendation(s)**

- 1. Approve the Housing Strategy 2021-23**
- 2. Note the achievements of the Housing Strategy 2018-20**

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

This Strategy sets out how Ashfield District Council will meet its objective of ensuring the population of Ashfield are living in, or can access, homes that are affordable, warm and within a safe community that promotes the health and wellbeing of residents.

The Housing Strategy is an overarching strategy that is supported by the following 4 sub-strategies:

- Affordable Housing Development Strategy
- Homelessness and Rough Sleeping Prevention Strategy
- Private Sector Renewal Strategy
- ADC 30 year Housing Investment Programme

There is an Action Plan for each sub-strategy that sets out the workplan priorities for the year ahead. The priorities include:

- Preventing homelessness and rough sleeping
- Developing 100 new Council homes
- Improving standards in the private rented sector
- Maintaining and improving Council homes, including their energy efficiency
- Providing excellent customer service to residents
- Using technology to deliver services more efficiently

The Strategy itself identifies the cross-cutting and emerging issues that affect delivery of the sub-strategies; four key policy areas have been identified for 2021-23:

- Decarbonisation
- Using technology to deliver services more efficiently
- Providing excellent customer service to residents
- Regulatory changes affecting landlord and tenants in the social housing and private rented sectors

Below is a summary of what was achieved under the Housing Strategy 2018-20

- Committed to building over 100 new Council House units by 2025
- Nearly £2m worth of Government grant secured in 2021 alone to provide greater thermal efficiency in both our privately owned and our own housing stock.
- Issued over £75k worth of civil penalties to unscrupulous private landlords in the last 2 years with a further £50k pending
- Completed the first enforced sale of a private property that was in serious disrepair
- Introduced new HMO regulations and Mobile Homes licensing regime to improve rented conditions
- Installed an average of 100 major adaptations per year in private properties to help residents maintain their independence
- Made an offer of accommodation to all street homeless households during the pandemic 2020/21
- Worked in partnership to secure over £1m in external funding each year for rough sleeping services across Nottinghamshire
- Helped secure external funding to continue the Serenity Refuge Scheme for women fleeing domestic abuse
- Increased the capacity of the homelessness team to support as many residents as possible before they reach crisis point

### **Alternative Options Considered**

*(with reasons why not adopted)*

Not developing a Housing Strategy 2021-23 – this was not considered as it is important to have a roadmap for how the Council will achieve its housing objectives and to ensure services are continually improved and meet the evolving needs of residents.

### **Detailed Information**

A copy of the Housing Strategy 2021-23 is attached as an appendix to this report.

The table below shows the Action Plan for 2021-23

Decarbonisation
-----------------

Monitor the rapidly evolving national policy context, respond to consultations as appropriate and implement new standards as and when required
Continue to apply for Government Green Homes funding as appropriate
Increase the knowledge and skills of relevant teams in low carbon heating technologies
Explore procurement opportunities to improve the social value outcomes of development projects
Explore procurement opportunities to minimise carbon emissions from development projects
Carry out a fuel poverty impact assessment for any decarbonisation projects that will increase fuel costs for the tenant or resident
Adopt low carbon working practices across Housing & Assets where possible
<i>Using technology to deliver services more efficiently</i>
Monitor the tenant and resident satisfaction with delivery of services using technology
Monitor staff satisfaction and effectiveness of delivering services using technology
Explore options to offer self-appointing repairs
<i>Providing excellent customer service to residents</i>
Complete the Social Housing White Paper Action Plan (See appendix 3)
With support from HR and the Local Government Association, create a workforce talent and skills plan
<i>Regulatory changes</i>
Complete the Social Housing White Paper Action Plan (See appendix 3)
Monitor the rapidly evolving national policy context, respond to consultations as appropriate, and then implement new standards/regulations as and when required
Review the Selective Licence Scheme that is due to expire 31 <sup>st</sup> January 2022

In drafting this strategy, all Councillors were given an opportunity to comment on the priority areas. The Tenant's Gateway were also consulted.

The context of the four emerging policy areas is summarised below:

### ***Decarbonisation***

*This section focuses on the zero carbon policies that affect the housing stock in Ashfield, across all tenures. It also highlights the opportunities and challenges to minimise the carbon footprint of the Housing & Assets Directorate.*

### *National context*

In the last 12 months alone, there have been a range of policy announcements relating to achieving the Government's legally binding target under the Climate Change Act 2008 to reach net zero carbon emissions by 2050. Housing is a key area of focus as it is responsible for around 20% of UK emissions – the target for emissions reduction will not be met without near complete decarbonisation of the housing stock.

Recent announcements include:

- A target to install 600,000 heat pumps per year by 2028
- Introduction of the Futures Homes Standard by 2025 which requires a significant improvement to new build housing standards
- To upgrade existing homes to achieve EPC Band C by 2025 in the private rented sector and 2035 in other sectors
- Phasing out the installation of new gas boilers
- To power every home in the UK with offshore wind energy by 2030

There have also been a range of funding announcements made in recent months, many of which ADC is eligible to apply for.

### ***Using technology to deliver services more efficiently***

*This section considers both the changing expectations of residents to access services online, at a time to suit them, as well as how technology can support ADC to deliver services with fewer resources.*

### *Local context*

It is a corporate objective to increase the use of technology to deliver services to residents and enhance the way in which staff work on a day to day basis. It is the aim of the Housing & Assets Directorate to provide services via digital channels to as many tenants as possible, and the remainder will be provided through a face to face appointment in their own home, rather than being asked to visit a town centre office.

### ***Providing excellent customer service to residents***

*This section focuses on the national policy position around professionalism and the ADC position around recruitment and retention of top performing staff.*

### *National context*

The Social Housing Green paper, published in August 2018, highlighted that too many of the residents that engaged in the development of this paper felt they were treated with contempt by their landlord – that they were spoken down to, or treated as a nuisance, and that this contributed to a sense of stigma. To address this, the paper suggests social landlords embed a customer service culture and professionalise housing management teams.

The Chartered Institute of Housing launched a [Professional Standards Framework](#) in March 2021 that housing professionals can use to assess their knowledge, skills and behaviours in 7 areas of competence, these are:

1. Integrity
2. Inclusive
3. Ethical
4. Knowledgeable
5. Skilled

6. Advocate
7. Leadership

## ***Regulatory changes***

### ***Social housing regulation***

A significant change in the regulatory landscape for social housing providers has been announced in the Social Housing White Paper. The White Paper introduces a significant number of changes that will require investment of considerable time and resources across the Council in order to achieve compliance.

In addition, a number of changes to the Housing Ombudsman Scheme came into effect on 1<sup>st</sup> September 2020 to improve awareness, accessibility and speed of complaint resolution.

### ***Private Rented Sector regulation***

There have been a range of changes to the regulations affecting the private rented sector. The pace of change in regulation looks set to continue meaning that the Private Sector Enforcement (PSE) team are constantly having to adapt and evolve their working processes. A number of these changes provide opportunities to raise income to fund the work of the team.

## **Implications**

### **Corporate Plan:**

The strategy supports the Council's housing vision to: "ensure the population of Ashfield are living in or can access homes that are affordable, warm and within a safe community that promotes the health and wellbeing of residents".

### **Legal:**

There are no significant legal implications associated with the recommendations in the report. Advice and support regarding specific legal issues relating to the actions contained in the plan will be provided as necessary.

### **Finance:**

There are no financial implications to approving this strategy. Any financial implications applicable to the action plan will be addressed as each action is taken forward.

<b>Budget Area</b>	<b>Implication</b>
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
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#### **Risk:**

<b>Risk</b>	<b>Mitigation</b>
The availability of resources to deliver the action plan may be affected by the ongoing Covid-19 pandemic response	Resources will be prioritised appropriately and the timescales, resources or actions set out in this report will be amended accordingly. Delivery of critical services will always be prioritised.
Policy areas are rapidly evolving and actions may become quickly outdated as a result	Policy areas are regularly monitored and a monthly update provided to Housing & Assets DMT. The timescales, resources or actions set out in this report will be amended accordingly.

#### **Human Resources:**

There are no direct HR implications contained within the report.

#### **Environmental/Sustainability** *(to be completed by the author)*

A key focus of this strategy is decarbonisation, both regarding housing stock across all tenures and working practices across Housing & Assets.

#### **Equalities:** *(to be completed by the author)*

This strategy has a positive impact on a range of households with protected characteristics as it seeks to ensure they are living in, or can access, homes that are affordable, warm and within a safe community. Those with protected characteristics are more likely to experience poor housing conditions or have a landlord that breaches regulations.

#### **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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## Housing Strategy 2021-23

# Foreword

We are delighted to share this Housing Strategy 2021 – 23 with you. This Strategy sets out how Ashfield District Council will meet its objective of ensuring the population of Ashfield are living in, or can access, homes that are affordable, warm and within a safe community that promotes the health and wellbeing of residents.

This strategy focusses on specific parts of the housing market, including private rented properties, our own Council stock, as well as adaptations and upgrades to people who need assistance to lead independent lives.

As a result of the previous strategy we achieved significant improvements across a range of areas from homelessness to energy efficiency and fines for landlords who fail to offer the most basic of housing standards.

Looking forward this strategy builds on those previous successes and initiatives, and addresses some of the emerging issues in the housing market. Following on from the devastating Grenfell Tower tragedy there is a very keen focus on regulating housing standards and ensuring tenants have their rights met in terms of building safety. This will mean continuing to enforce standards in the private rented sector, whilst also ensuring we deliver the standards ourselves as a landlord of over 6,800 properties in the District.

Climate change is also an important issue for all of us. We are committed to reducing our carbon consumption. To assist with this, we have secured over £2m government funding to assist with carbon reducing and energy saving initiatives for home owners on modest incomes in the District. We will continue to lead, and strive, for more funding for the area to help Ashfield residents reduce their carbon foot print and reduce fuel poverty.

Finally, this strategy also links back to one of the Council's priorities in the Corporate Plan to introduce greater access to services over digital platforms, create better value for money for services delivered, whilst at the same time improving customer service across the board.

As the Cabinet Member, and the Director of the Housing service, we are both honoured and proud to present this strategy to you as our residents, customers and tenants.



**Cllr Tom Hollis**  
Cabinet Member  
for Housing







**Paul Parkinson**  
Director of Housing  
and Assets

# Summary

This Strategy sets out how Ashfield District Council (ADC) will meet its objective of ensuring the population of Ashfield are living in, or can access, homes that are affordable, warm and within a safe community that promotes the health and wellbeing of residents.

The Housing Strategy is an overarching strategy that is supported by the 4 sub-strategies below. It identifies the cross-cutting and emerging issues that affect delivery of the sub-strategies, such as providing excellent customer service to residents and using technology to deliver services more effectively.

The 4 sub-strategies are:

-  **1. Affordable Housing Delivery Strategy**
-  **2. Private Sector Renewal Strategy**
-  **3. Homelessness and Rough Sleeping Prevention Strategy**
-  **4. ADC 30 year Housing Investment Programme**

See Appendix 1 for further information on each of these.

Each strategy has an action plan setting out the workplan for the year ahead. The priorities for 2021-23 include (see appendix 2 for the full list of priorities):

- **Preventing homelessness and rough sleeping**
- **Developing new Council homes**
- **Improving standards in the private rented sector (PRS)**
- **Maintaining and improving Council homes, including their energy efficiency**
- **Providing excellent customer service to residents**
- **Using technology to deliver services more efficiently**

# Summary continued

Below is a summary of what was achieved under the Housing Strategy 2018-20

- **Committed to (and will achieve) building over 100 new Council House units by 2025**
- **Nearly £2m worth of Government grant secured in 2021 alone to provide greater thermal efficiency in both our privately owned and our own housing stock.**
- **Issued over £75,000 worth of civil penalties to unscrupulous private landlords in the last 2 years with a further £50k pending**
- **Completed the first enforced sale of a private property that was in serious disrepair**
- **Introduced new HMO regulations and Mobile Homes licensing regime to improve rented conditions**
- **Installed an average of 100 major adaptations per year in private properties to help residents maintain their independence**
- **Made an offer of accommodation to all street homeless households during the pandemic 2020/21**
- **Worked in partnership to secure over £1m in external funding each year for rough sleeping services across Nottinghamshire**
- **Helped secure external funding to continue the Serenity Refuge Scheme for women fleeing domestic abuse**
- **Increased the capacity of the homelessness team to support as many residents as possible before they reach crisis point**

The Housing Strategy Action Plan for 2021-23 is summarised in the table below:

<b>Decarbonisation</b>
Monitor the rapidly evolving national policy context, respond to consultations as appropriate and implement new standards as and when required
Continue to apply for Government Green Homes funding as appropriate
Increase the knowledge and skills of relevant teams in low carbon heating technologies
Explore procurement opportunities to improve the social value outcomes of development projects
Explore procurement opportunities to minimise carbon emissions from development projects
Carry out a fuel poverty impact assessment for any decarbonisation projects that will increase fuel costs for the tenant or resident
Adopt low carbon working practices across Housing & Assets where possible
<b>Using technology to deliver services more efficiently</b>
Monitor the tenant and resident satisfaction with delivery of services using technology
Monitor staff satisfaction and effectiveness of delivering services using technology
Explore options to offer self-appointing repairs
<b>Providing excellent customer service to residents</b>
Complete the Social Housing White Paper Action Plan (See appendix 3)
With support from HR and the Local Government Association, create a workforce talent and skills plan
<b>Regulatory changes</b>
Complete the Social Housing White Paper Action Plan (See appendix 3)
Monitor the rapidly evolving national policy context, respond to consultations as appropriate, and the implement new standards/regulations as and when required
Review the Selective Licence Scheme that is due to expire 31st January 2022

# Emerging policy context

A number of new challenges and opportunities have emerged since the last housing strategy was developed, four key policy areas have been identified:

- Decarbonisation
- Using technology to deliver services more efficiently
- Providing excellent customer service to residents
- Regulatory changes affecting landlord and tenants in the social housing and private rented sectors

The national and local policy context for each of these areas is discussed below

## Decarbonisation

This section focuses on the zero carbon policies that affect the housing stock in Ashfield, across all tenures. It also highlights the opportunities and challenges to minimise the carbon footprint of the Housing & Assets directorate.

It should be noted that there is no universal definition of a zero carbon home and Ashfield District Council may need to agree its own definition and ambition.

## National context

In the last 12 months alone, there have been a range of policy announcements relating to achieving the Government’s legally binding

target under the Climate Change Act 2008 to reach net zero carbon emissions by 2050. Housing is a key area of focus as it is responsible for around 20% of UK emissions – the target for emissions reduction will not be met without near complete decarbonisation of the housing stock.

Recent national announcements include:

- A target to install 600,000 heat pumps per year by 2028
- Introduction of the Futures Homes Standard by 2025 which requires a significant improvement new build housing standards to reduce carbon emissions by 75-80%
- To upgrade existing homes to achieve EPC Band C by 2025 in the private rented sector and 2035 in other sectors
- Phasing out the installation of new gas boilers from 2025
- To power every home in the UK with offshore wind energy by 2030

Whilst these are national objectives involving government action, ADC will have new obligations to meet as a result. There have also been a range of funding announcements made in recent months, many of which ADC is eligible to apply for – please see below.

## Local context

Analysis of the national EPC database shows the energy performance across the district is as follows<sup>1</sup>:

	Owner occupier	Private Rented	Social Rented	% of all properties
A	0%	0%	0%	0%
B	5%	1%	2%	8%
C	19%	22%	62%	29%
D	45%	41%	30%	39%
E	23%	28%	5%	19%
F	6%	7%	0%	5%
G	1%	1%	0%	1%

This shows that the owner occupier sector and PRS have a similar percentage of properties rated in Band F and G, and around a quarter of each tenure are rated as Band E. There are 20,446 properties in all tenures below a Band C and therefore requiring improvement works by either 2025, 2028 or 2035, depending on which policy applies to the property. Properties owned by the Council are already scheduled to receive the necessary improvements to achieve EPC Band C by 2030.

There are a number of initiatives currently live in Ashfield that support decarbonisation of the housing stock across all tenures:

- **Affordable warmth installations**
- **ECO**
- **Eon Warm Homes Hub**
- **Funding applications**

The Disabled Facilities Grant Team provide grants to a number of households each year to install affordable warmth solutions – in 2020/21, around £125,000 grant funding was awarded. They also assist households to access support from energy suppliers through the ECO scheme.

Eon operate a Warm Homes Hub using Warm Homes Funding to provide free first time gas central heating systems and insulation measures across Nottinghamshire on behalf of all Nottinghamshire local authorities, as well as offering free energy efficiency advice.

The Council reviews Government funding opportunities as they are announced and submits applications to this funding as appropriate. At the time of writing these include:

- Green Homes Grant Local Authority Delivery (LAD)
- Green Home Grant (GHG) Voucher Scheme
- Social Housing Decarbonisation Fund
- Public Sector Decarbonisation Scheme
- Public Sector Low Carbon Skills Fund

<sup>1</sup>Accessed 19th October 2020, records without an address detailed have been excluded. Note that post-improvement EPCs are not always completed, including by ADC.

During 2020/21, the Council has secured almost £2m from these funding opportunities to improve the thermal efficiency in both Ashfield District Council homes and private sector stock.

The Council is also adding to the housing stock through its programme of affordable housing development, delivered via either new build development, conversion or acquisition of existing properties from the open market. Other social housing providers will also develop new affordable housing in the district. The Council is on track to deliver 100 new affordable homes by 2025.

The specification for new homes includes A-rated gas combination boilers and all properties meet the thermal efficiency standards required by Building Regulations (recently developed homes were rated as EPC band B).

The Council has established a standard component specification that applies to all properties; currently this does not include technologies such as air or ground source heat pumps, solar photovoltaic panels or mechanical ventilation heat recovery systems, though it is piloting such technologies on its new sheltered accommodation by way of commuted sum funding. One concern regarding these technologies is the knowledge and skills within the Council's technical services team to specify, procure, maintain, repair and replace these systems. There are additional concerns regarding the increased build cost that results from including these technologies and the willingness of mortgage lenders to accept homes constructed using Modern Methods of Construction.

New developments are constructed by a range of developers, determined by the outcome of a procurement exercise. As a result, the extent of carbon usage within the construction process is managed by the developer. However, there is an opportunity to include social value and/or environmental scoring as part of the procurement exercise in order to drive changes to this.

### **Tackling fuel poverty**

There is an opportunity to tackle fuel poverty through decarbonising homes, however, there are a number of important considerations to weigh up that could negatively impact on fuel poverty which is a priority issue within the Ashfield district, namely that there is a risk of increasing energy costs if residents are required to use a more expensive fuel, i.e. electricity (as used by ground/air source pumps) rather than gas.

It will be important to assess the impact on fuel poor households of any decarbonisation projects and actions.

### **Green service delivery**

Ashfield District Council in partnership with Nottingham City Council is developing its corporate zero carbon strategy which covers both the carbon used in the delivery of council services as well as the district-wide carbon usage.

In delivering the services and completing the actions identified in this strategy, a low carbon approach will be taken in line with the corporate strategy.



2021-23 actions
Monitor the rapidly evolving national policy context, respond to consultations as appropriate and implement new standards as and when required
Continue to apply for Government Green Homes funding as appropriate
Increase the knowledge and skills of relevant teams in low carbon heating technologies
Explore procurement opportunities to improve the social value outcomes of development projects
Explore procurement opportunities to minimise carbon emissions from development projects
Carry out a fuel poverty impact assessment for any decarbonisation projects that will increase fuel costs for the tenant or resident
Adopt low carbon working practices across Housing & Assets where possible

### Using technology to deliver services more efficiently

This section considers both the changing expectations of residents to access services online, at a time to suit them, as well as how technology can support ADC to deliver services with fewer resources.

### Local context

It is a corporate objective to increase the use of technology to deliver services to residents and enhance the way in which staff work on a day to day basis. It is the aim of the Housing & Assets directorate to provide services via digital channels to as many tenants as possible, and the remainder will be provided through a face to face appointment in their own home, rather than being asked to visit a town centre office.

There are a number of projects already in progress, including: a newly launched website, a self-serve portal for tenants that allows them to check their rent account and log repairs, and a new repairs scheduling system that will reduce journey times by grouping similar repair jobs in similar areas. Paperless working across all teams has been introduced and mobile working devices have also been issued to all relevant teams. Many of these projects are in their early stages and it will be important to monitor how effective these projects are in improving service delivery.

To further enhance the efficiency of services, there is also an opportunity to review working practices and processes to ensure they are as lean and efficient as possible.

2021-23 actions
Monitor the tenant and resident satisfaction with delivery of services using technology
Monitor staff satisfaction and effectiveness of delivering services using technology
Explore options to offer self-appointing repairs

## Providing excellent customer service to residents

This section focuses on the national policy position around professionalism and the Ashfield District Council position around recruitment and retention of top performing staff.

### National context

The Social Housing Green paper, published in August 2018, highlighted that too many of the residents that engaged in the development of this paper felt they were treated with contempt by their landlord – that they were spoken down to, or treated as a nuisance, and that this contributed to a sense of stigma. To address this, the paper suggests social landlords embed a customer service culture and professionalise housing management teams.

The Chartered Institute of Housing launched a Professional Standards Framework in March 2021 that housing professionals can use to assess their knowledge, skills and behaviours in 7 areas of competence, these are:

1. Integrity
2. Inclusive
3. Ethical
4. Knowledgeable
5. Skilled
6. Advocate
7. Leadership

The Independent Review of Building Regulations and Fire Safety by Dame Judith Hackitt also highlighted the importance of professional competence and as a result the draft Building Safety Bill, published in July 2020, includes a requirement for 'higher-risk' buildings to have a designated 'accountable person' and 'building safety manager'. The definition of higher-risk buildings is being finalised through the legislative process and may be determined either by the height, construction or occupancy of a building. These roles will have a duty to engage with residents, guided by a residents' engagement strategy. A Steering Group of the Hackitt Review also recommended the competencies that roles such as the Building Safety Manager should have to satisfactorily perform the role.

The Housing Ombudsman's Complaint Handling Code, published in July 2020, references the need for competent officers to be responsible for handling complaints and that unprofessional behaviour is a cause of complaints. It should also be noted that the Housing Ombudsman is now publishing cases of severe maladministration in order to make its work transparent. In 2019/20, there were 5 severe maladministration cases, 2 of which involved local authority landlords. These cases are also referred to The Regulator of Social Housing, who also publishes details of their judgements, regulatory breaches and sector reviews.

Finally, the Social Housing White Paper, published in November 2020, committed to establish a review of professional training and development to consider the appropriate qualifications and standards for social housing staff in different roles, including senior staff, with a particular focus on customer service requirements and mental health support. The White Paper reiterates the need identified in the Green Paper for staff to act professionally, with courtesy, respect, competence and empathy. As part of the changes introduced by the White Paper, all social landlords will be subject to regular inspection by the Regulator for Social Housing.

**Local context**

The Council has its own competency frameworks (one for employees and one for leaders) that each employee is expected to understand and operate in line with.

A limited number of roles within the Housing & Assets directorate require either a specific qualification, certification or membership of a professional body. The notable exceptions are the Private Sector Enforcement Team and operatives within the Technical Services team.

There have been an increasing number of staffing challenges in recent months, either due to low interest or low quality candidates for vacant positions, staff moving into newly created roles as part of a restructure, a requirement for new skills and knowledge due to policy and regulation changes, or limited development opportunities being provided to staff keen to progress. There are also succession planning concerns for a number of roles.

**2021-23 actions**

Complete the Social Housing White Paper Action Plan (See appendix 3)

With support from HR and the Local Government Association, create a workforce talent and skills plan

## Regulatory changes

### Social housing regulation

A significant change in the regulatory landscape for social housing providers has been announced in the Social Housing White Paper. The White Paper introduces a significant number of changes that will require investment of considerable time and resources across the Council in order to achieve compliance. Changes include:

- Legally required nominated senior person responsible for complying with health and safety requirements
- **A nominated senior person responsible for complying with the Regulator's Consumer Standards**
- A nationally prescribed set of tenant satisfaction measures, with results published regularly by landlords
- **A requirement to publish a breakdown of expenditure, including management costs and executive remuneration**
- A system of routine 4 yearly inspections by the Regulator for social landlords
- **An annual desktop review of a range of information sources by the Regulator**
- A requirement for enhanced and regularly improved tenant engagement
- **A review of the Decent Homes Standard considering decarbonisation and energy efficiency, neighbourhood and homes safety, and improved communal and green spaces.**
- Publication of a recent review of local authority allocation schemes
- **A requirement for a policy on tackling domestic abuse**

The local authority sector has already seen the introduction of the Rent Standard in April 2020, which enacted the previously announced Government policy to allow social housing rents to be increased by a maximum amount of CPI +1% each year between 2020 and 2025.

As highlighted above, two local authorities received a decision of severe maladministration from the Housing Ombudsman in 2019/20 and in addition, this year there has been a 76% increase in the number of referrals to the Regulator of Social Housing relating to LAs, with breaches of the Home Standard found in 7 of these cases. The most common source of these referrals is third parties (i.e. whistleblowers).

A number of changes to the Housing Ombudsman Scheme came into effect on 1st September 2020 to improve awareness, accessibility and speed of complaint resolution. The updated scheme includes:

- **A Complaint Handling Code**
- **A power to issue complaint handling failure order**
- **The ability to conduct systemic or thematic investigations beyond an individual's complaint or landlord**

In addition, it is proposed in the Draft Building Safety Bill that the democratic filter is removed to allow direct access to the Housing Ombudsman and enable faster redress.

A dedicated action plan to implement the requirements of the Social Housing White Paper is in progress and regular updates will be provided to leaders and Members. Housing.

**PRS regulation**

There have been a range of changes to the regulations affecting the private rented sector, some of which are enforced by the Private Sector Enforcement Team (PSE), some of which are the responsibility of Nottinghamshire County Council to enforce, but who may choose to enlist the services of the PSE team. The pace of change in regulation looks set to continue meaning that the PSE team are constantly having to adapt and evolve their working processes. A number of these changes provide opportunities to raise income to fund the work of the team. Anticipated changes in the near future include:

In addition, the Selective Licensing scheme in operation across the district will come to the end of its first 5 year term in February 2022. A review of the scheme is required and decision on the future of the scheme needs to be taken. If the scheme is to end, an exit strategy is required to ensure appropriate enforcement and advice is still provided in these areas.

- An overhaul of the Housing Health and Safety Rating System
- **Target for PRS properties to meet EPC Band C brought forward to 2025**
- Introduction of a national property EPC compliance and exemptions database
- **Extension of PRS regulations to letting agents and online property platforms**
- All PRS properties to require 5 yearly electrical inspection
- **The end of no fault evictions through Section 21 notices and the introduction of lifetime deposits under the Renters Reform Bill**

**2021-23 actions**

- Complete the Social Housing White Paper Action Plan (See appendix 3)
- Monitor the rapidly evolving national policy context, respond to consultations as appropriate, and the implement new standards/regulations as and when required
- Review the Selective Licence Scheme that is due to expire 31st January 2022 (if appropriate, commence consultation to extend by 1st August 2021)

## APPENDIX 1

### ADC Corporate Plan

Ashfield District Council's Corporate Plan 2019-23 identifies that affordable, warm and safe housing contributes to making Ashfield a great place to live. It sets out a vision to further improve housing services and housing provision for:

- **Those in need of affordable housing**
- **Those living in properties which need adapting and improving**
- **Residents needing to find accommodation**
- **Council housing tenants**

There are five project themes identified in the Corporate Plan to achieve this vision:

- **Housing development**
- **Tackling disrepair and poor housing conditions**
- **Suitable and appropriate housing**
- **Reduce and prevent homelessness**
- **Customer focus**

## ADC strategic housing framework

<b>Affordable Housing Delivery Strategy 2019-21</b>	<b>Enables and delivers the supply of affordable housing to meet demand</b>
<p>Aims:</p> <ul style="list-style-type: none"> <li>- Identify the scale of demand and supply of affordable housing in Ashfield district</li> <li>- Maximise delivery of affordable homes by the Council on Council land</li> <li>- Maximise the delivery of affordable homes by housing associations and private developers in the district</li> </ul>	
<b>Private Sector Renewal Strategy 2019-21</b>	<b>Improves standards in the private sector</b>
<p>Aims:</p> <ul style="list-style-type: none"> <li>- To reduce the number of non decent homes with category 1 hazards or chronic disrepair in the private sector</li> <li>- To reduce the number of non-decent homes with high risk category 2 hazards</li> <li>- To minimise the number of long-term empty properties</li> <li>- To improve health and wellbeing outcomes through improving housing standards</li> <li>- To ensure the health, safety and welfare of licensed caravan sites and their residents</li> <li>- To target resources effectively to improve the health and wellbeing of all residents, in particular those within the privately rented sector</li> </ul>	
<b>Homelessness and Rough Sleeping Prevention Strategy 2019-24</b>	<b>Ensures the housing and support needs of homeless households are met</b>
<p>Aims:</p> <ul style="list-style-type: none"> <li>- Prevent as many residents as possible from becoming homeless</li> <li>- Ensure options are available to ensure no one has to sleep rough other than through personal choice</li> <li>- Help as many residents as possible to move seamlessly from one home to another without the need for emergency or temporary accommodation</li> <li>- Provide a high quality service that customers indicate satisfaction with</li> </ul>	
<b>ADC Housing Investment Programme (30 year)</b>	<b>Ensures ADC housing stock meets the Decent Homes Standard</b>
<p>Net zero aims:</p> <ul style="list-style-type: none"> <li>- to build homes to a good level of thermal efficiency to reduce carbon emissions, reduce running costs, increase disposable income and reduce fuel poverty</li> <li>- to improve the thermal efficiency of its existing social housing portfolio, working towards a minimum EPC rating of C in advance of 2030 targets</li> <li>- to increase levels of renewable technologies where economically viable in existing social housing portfolio</li> <li>- to introduce measures where required to mitigate direct and indirect impacts of global warming e.g. overheating/flooding</li> </ul>	

There are other strategies and policies across the Housing & Assets Directorate that are relevant to the issues and actions identified in this strategy, such as:

- **The Allocations Policy**
- **The Housing Complaints Policy**

## Homelessness and Rough Sleeping Prevention Strategy – 2021-23 Priorities

Work with partners to identify sustainable housing solutions for individuals continuing to rough sleep following accommodation offers made during Covid

Work with the PRS and relevant partners to minimise homelessness from the PRS following the end of Covid policies to suspend possession action

Increase the capacity and skills of the ADC Housing Options Team to meet the emerging challenges

Provide proactive advice and support Homefinder applicants who may be at risk of homelessness

Increase the use of digital solutions to provide advice and support, particularly for those at early risk of homelessness outside (i.e. prevention stage or earlier)

Increase the use of data and customer insight to understand the performance of the team and opportunities for improvement

## Private Sector Renewal Strategy – 2021-23 Priorities

### Private Rented Sector

Respond to Government consultations relating to the review of the Health & Housing Safety Rating System as appropriate.

Introduce any required changes to policies and procedures as a result of the Government review of the Health & Housing Safety Rating System

Review the Selective Licence Scheme that is due to expire 31st January 2022 (if appropriate, commence consultation to extend by 1st August 2021)

Work with Nottinghamshire authorities to profile Ashfield's private sector stock using a range of data sources

Implement a Banning Order Policy

Develop service standards for Private Sector Enforcement setting out the service tenants and landlords can expect from the team

Raise awareness of the new electrical safety regulations and take enforcement action as necessary

Develop a standard template for pre-HMO licencing inspections

Continue to work with DASH, MDC and N&SDC to provide a landlord's forum twice a year

Further develop the training offer on PRS property standards for landlords

Proactively inspect all properties belonging to a landlord with at least one property in disrepair



### Empty Homes

The PSE Team will continue to use all available powers to bring as many empty properties back into use as possible. The Team will work in partnership with others teams such as Revenues and Benefits as required to achieve this.

### Caravan residents

Update enforcement policies and procedures as required following Government changes regarding trespass on private land

Update policies and procedures as required following changes to the Mobile Homes Act 2013 regarding compliance notices

### Health and housing

Update the Aids and Adaptations Policy and associated procedures

Review the eligibility criteria for Discretionary DFGs

Review the information provided to residents in person and online on the support available to them to stay well at home

Ensure we are working in partnership with all relevant agencies

Be an active member of the Nottinghamshire Consistency Group to ensure we are operating in line with other Nottinghamshire authorities and adopting best practices

Work with Nottinghamshire County Council to achieve Social Care Trusted Assessor status for the DFG Team

Introduce a case management software system and other digital solutions to minimise the use of paper-based and inefficient ways of working.

## Affordable Housing Delivery Strategy - 2021-23 Priorities

Deliver 100 new affordable homes by 2025

Continue to form partnerships with registered providers as required to deliver new affordable homes

Continue to maintain a register of sites in need of regeneration that could deliver additional homes

Continue to maximise the delivery of adapted homes on Council led or enabled developments

Explore all available opportunities to acquire properties and sites, including other public sector estate, regeneration opportunities, auction and private sale opportunities, s.106 properties.

Conclude the disposal options appraisal for Council owned land at Diamond Avenue and Clegg Hill

Complete the disposal of unviable garage sites to release capital for reinvestment

Identify Council community centres suitable for regeneration to provide new affordable homes

As part of the Towns Fund and Future High Streets Fund Project, lead on any opportunities to deliver affordable housing

Ensure all commuted sums are utilised within the required timescales

Implement the recent national policy changes to the use of Right to Buy receipts

Update the specification for new build homes delivered by the Council to minimise carbon emissions

Monitor supply and demand in the affordable home ownership and s.106 markets, and work with Planning to address any challenges

Explore procurement opportunities to improve the value for money and quality of services provided by professional service partners such as architects, quantity surveyors, etc.

Explore procurement opportunities to improve the social value outcomes of development projects

Explore procurement opportunities to minimise carbon emissions from development projects

## Social Housing White Paper Action Plan Summary

Introduce regular monitoring of regulatory risks and compliance

Appoint responsible officers required by the White Paper

Recruit additional resource as required to implement the requirements of the White Paper

Implement new property standards as and when introduced, including installing carbon monoxide alarms in all properties and achieving Decent Homes 2

Collect and publish new Tenant Satisfaction Measures when introduced

Publish required financial performance information

Implement changes to Housing & Assets Complaints Policy and complaints handling procedure as required

Regularly review compliance with existing and new consumer and economic regulations set out by The Regulator of Social Housing

Ensure regulatory breaches are quickly identified and reported promptly to the Regulator of Social Housing

Increase the opportunities for tenants to hold ADC as their landlord to account and influence the design and delivery of services



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<b>Report To:</b>	<b>CABINET</b>	<b>Date:</b>	<b>19<sup>th</sup> JULY 2021</b>
<b>Heading:</b>	<b>DRAFT OUTTURN REPORT 2020/21</b>		
<b>Portfolio Holder:</b>	<b>PORTFOLIO HOLDER FOR FINANCE, REVENUES AND BENEFITS – CLLR DAVID MARTIN</b>		
<b>Ward/s:</b>	<b>ALL</b>		
<b>Key Decision:</b>	<b>YES</b>		
<b>Subject to Call-In:</b>	<b>YES</b>		

## **Purpose of Report**

This report sets out the details of income and expenditure incurred in 2020/21 in respect of the General Fund, the Housing Revenue Account (HRA) and the Capital Programme, how this compares to the revised 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 27 September 2021.

In summary the 2020/21 unaudited Outturn position compared to the approved Revised Budgets was:

- General Fund – a £1.164m underspend
- HRA – a surplus of £4.805m (and an underspend of £1.777m compared to revised budget)
- Capital Programme – a £5.455m underspend

Section 5 of the report sets out the proposed transfers from reserves in 2021/22 to utilise unspent funding that has been moved to reserve in 2020/21, in accordance with accounting requirements. The use of the funding in 2021/22 will be to achieve the objectives in line with the original purpose of each of the funding/grant streams.

### **Recommendation(s)**

#### **Cabinet is requested to note:**

- (i) The 2020/21 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 (Appendix 2)
- (iii) That the 2021/22 revenue budgets will be adjusted to reflect the movements from earmarked reserves to utilise the funding/grants in 2021/22. (Section 5).

#### **Cabinet is asked to recommend to Council:**

- (iv) Approval to carry-forward the £5.455m underspend on the Capital Programme to 2021/22 due to slippage (delays to schemes) included in the Programme. (Section 4)

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

To report to those charged with governance, the Council's financial Outturn for 2020/21 and to comply with the Council's Financial Regulations.

### **Alternative Options Considered**

The financial Outturn position is as reported within the 2020/21 draft Statement of Accounts therefore there are no other options. The proposed transfers from earmarked reserves of unutilised funding and grants received in 2020/21, will provide funding for the on-going impacts of covid-19 and to facilitate the delivery of specific projects for which the allocations were originally given. Not to approve the reserve movements would require these costs to be funded from the General Fund balance which is not recommended.

### **Detailed Information**

#### **1 General Fund Outturn 2020/21**

- 1.1 The General Fund supports the day to day running of the Council's services, excluding the provision of Council Housing. Table 1 below shows the General Fund Revenue Outturn by Directorate compared to the revised budget.

**Table 1 - General Fund Outturn 2020/21**

	<b>Revised Budget £'000</b>	<b>Outturn £'000</b>	<b>Variance £'000</b>
<b>By Directorate</b>			
Chief Executive Officer	540	536	(4)
Legal & Governance	1,809	1,654	(155)
Resources & Business Transformation	958	(1,730)	(2,689)
Place & Communities	10,338	8,392	(1,946)
Housing & Assets	2,277	2,129	(148)
<b>Divisional Expenditure</b>	<b>15,922</b>	<b>10,981</b>	<b>(4,941)</b>
<b>Recharges</b>	<b>(2,781)</b>	<b>(2,809)</b>	<b>(28)</b>
<b>Financing and Investment Income and Expenditure</b>			
Net Interest	216	27	(189)
Capital Financing	2,454	2,270	(184)
Capital Expenditure Financed from Revenue	0	104	104
<b>Net Revenue Expenditure</b>	<b>15,811</b>	<b>10,573</b>	<b>(5,238)</b>
<b>Funding</b>			
Government Grants	(3,875)	(3,937)	(62)
Business Rates	(5,158)	(10,565)	(5,407)
Council Tax	(6,376)	(6,399)	(23)
<b>Total Funding</b>	<b>(15,409)</b>	<b>(20,901)</b>	<b>(5,492)</b>
<b>Net General Fund Deficit / (Surplus) for the year before transfers to/from Earmarked Reserves</b>	<b>402</b>	<b>(10,328)</b>	<b>(10,730)</b>
Net Contribution to / (from) Earmarked Reserves	(376)	9,164	9,540
<b>Net General Fund Deficit / (Surplus) for the year after transfer to/ (from) Earmarked Reserves</b>	<b>26</b>	<b>(1,164)</b>	<b>(1,190)</b>

- 1.2 Appendix 1 provides details of the variances for each Directorate, Corporate Costs (Financing and investment Income and Expenditure) and Funding.
- 1.3 Appendix 2 provides details of the final earmarked reserves movements for 2020/21 and the impact on earmarked reserve balances.
- 1.4 The final position is an underspend of £1.164m that had been transferred to the General Reserve balance, increasing the balance to £7.877m at the 31st March 2021.
2. **Covid-19 Grant and Sales, Fees and Charges Compensation**
  - 2.1 During the pandemic, the Government has announced tranches of funding to support local authorities in responding to the pandemic to cover additional expenditure and income shortfalls, there is also a sales, fees and charges compensation scheme to compensate for some income losses. Table 2 below sets out the income the Council has received from these funding streams in 2020/21:

**Table 2 - Covid-19 Grant and Sales Fees and Charges Compensation Funding**

<b>Funding</b>	<b>Amount £'000</b>	<b>Comments</b>
Covid-19 Grants – 4 tranches	2,389	This includes £62k transfer from reserve in relation to tranche 1 funding received but not utilised at the end of 2019/20.
Sales, Fees and Charges Compensation	258	This includes £62k for the final claim – this was not included at the previous monitoring report.
<b>Total</b>	<b>2,647</b>	

- 2.2 In the previous monitoring report it was reported that £997k of the Covid-19 grant and the sales, fees and charges compensation funding had been allocated. (This was to fund £598k of additional costs and £399k loss of income). The final use of the funding for 2020/21 is £1.761m, the final allocations are detailed in Table 3:

**Table 3 – Covid-19 costs and loss of income**

<b>Directorate</b>	<b>Description</b>	<b>Amount £'000</b>
<b>Costs</b>	<b>Use of funding previously reported</b>	598
Communities and Place	<b>Reduction in use of funding to meet costs previously reported</b>	
	Community Safety - Additional Vehicles	(6)
	Leisure Contract support	(59)
	Markets - Additional staffing resources and PPE	(22)
	NCC Grass Cutting - Additional staffing resource	(5)
	Neighbourhood Response - banners and cleaning	(1)
	Planning - Revisiting strategy and recovery strategy	(12)
	Waste Collection - Additional Vehicles	(25)
Resources and Business Transformation	<b>Additional Costs</b>	
	Further costs for additional telephones, IT equipment and support	29
	Fees associated with reassigning hotel lease	137
	Additional costs at Crematorium - ADC's share	13
Communities and Place	Cemetery Grounds Maintenance - Additional Staffing Resource	6
	Environmental Services - Additional Vehicles	12
	Garage Workshop - PPE, hand gel	6
	Community Safety - PPE	6
Housing and Assets	Further asset management costs - Acrylic screens, signage	8
<b>Total Additional Costs</b>		<b>685</b>
<b>Income</b>	<b>Use of funding previously reported</b>	399
Resources and Business Transformation	<b>Reduction in use of funding to meet loss of income previously reported</b>	
	NNDR Court Costs	(3)
	Reduced Council Tax recovery	(32)
	<b>Loss of Income</b>	



Resources and Business Transformation	Hotel investment property rental income	408
	Housing Benefit overpayment sundry debtors	210
Communities and Place	Further licencing losses	5
	Further market losses	14
	Further pest control losses	11
	Further trade waste losses	1
	Land charges	16
	MOT and taxi testing	13
Housing and Assets	Further community centre loss of income	5
	Further reduction in car parking income due to no charging in lockdown and reduced usage	29
<b>Total income losses</b>		<b>1,076</b>
<b>Total use of grant</b>		<b>1,761</b>

- 2.3 The final position has resulted in the balance of the Covid-19 funding (£886k) being moved to the Covid-19 Grant earmarked reserve. This is to fund ongoing and emerging related Covid-19 pressures in future years, as the impacts of Covid-19 and the recovery from it, continue to impact on the revenue budget.

### 3. Housing Revenue Account (HRA) Outturn 2020/21

- 3.1 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 work to maintain and improve council properties.
- 3.2 Table 4 below shows the outturn compared to revised budget for the HRA. The outturn for the HRA shows an in-year surplus of £4.761m before movement in reserves, bringing the total HRA balance at 31<sup>st</sup> March 2021 to £41.622m

**Table 4 - HRA Outturn 2020/21**

	Revised Budget £'000	Outturn £'000	Variance £'000	Note
<b><u>Income</u></b>				
Rents, Charges & Contributions	(24,471)	(24,421)	50	1
Interest & Investment Income	(210)	(69)	141	2
<b>Total Income</b>	<b>(24,681)</b>	<b>(24,490)</b>	<b>191</b>	
<b><u>Expenditure</u></b>				
Repairs and Maintenance	7,742	6,952	(790)	3
Supervision and Management	4,462	4,032	(430)	4
Interest payable and similar charges	3,548	3,547	(1)	
Rents, Rates, Taxes and other charges	176	178	2	
Depreciation and impairments of fixed assets	3,793	3,816	23	

Debt Management Costs	44	33	(11)	
Contribution to the Bad Debt Provision	240	121	(119)	5
Transfer to Major Repairs Reserve	0	0	0	
Capital expenditure funded by the HRA	1,706	1,050	(656)	6
<b>Total Expenditure</b>	<b>21,711</b>	<b>19,729</b>	<b>(1,982)</b>	
<b>Surplus for the year</b>	<b>(2,970)</b>	<b>(4,761)</b>	<b>(1,791)</b>	
<b>Net contribution to / (from) Earmarked Reserves</b>	<b>(58)</b>	<b>(44)</b>	<b>14</b>	<b>7</b>
<b>Net HRA Deficit/(Surplus) for the year AFTER transfers to/from Earmarked Reserves</b>	<b>(3,028)</b>	<b>(4,805)</b>	<b>(1,777)</b>	

### Income

- (1) Closure of Community Centres and reduction in home improvement/garden maintenance income generation due to the Covid restrictions.
- (2) Reduced Interest rates in the banking sector reduced the average annual interest rate on the HRA balances.

### Expenditure

- (3) Repairs and maintenance budgets are underspent by £790k mainly due to:
  - Reduced use of subcontractors in delivering the planned, responsive and void maintenance schemes during the year (£151k).
  - Charging of subcontractors to capital works rather than day to day repairs (£193k).
  - Vacancy savings on the Housing Repairs operative team and Estate Officer departments (£273k).
  - Reduced use of material expenditure in the day to day repairs (£170k).
  - Waste transfer, equipment maintenance and purchase (£46k).
  - Reduced car mileage and allowances incurred in 2020/21 (£10k).
  - Offset by Direct Resource Scheduler and Total Mobile project financed from reserves £53k (see note 7).

Large parts of the above reductions in expenditure are attributable to a reduction in repairs due to the Covid restrictions.

- (4) Supervision and Management costs are £430k less than budget mainly due to:
  - Reduced costs of operating and managing Community Centres (£42k).
  - Reduced repairs, maintenance, and utility costs of Housing Court Schemes (£126k).
  - Reduced running costs of the Brook Street office (£40k).
  - Reduced printing, postage and telecommunication costs (£40k).
  - Vacancy savings in Tenancy and Letting Services departments (£119k).

- Reduced car mileage and allowances incurred in 2020/21 (£27k).
- Reduction in IT and training costs (£26k).

Large parts of the above reductions in expenditure are attributable to a reduction in repairs due to the Covid restrictions.

- (5) Contribution to the Bad Provision top up calculations show less contributions required.
- (6) Capital expenditure funded by the HRA was less than budget due to the delay in new vehicle delivery.
- (7) The transfer from earmarked reserves represents the use of £53k for the Digital Transformation projects within housing and a transfer of £9k to the HRA Insurance reserve.

#### 4. Capital Programme 2020/21

- 4.1 Details of the main 2020/21 Capital Scheme works and how they were funded are shown in the Table 5 below. The notes below the table provide explanations for key variances compared with the revised budgets.

**Table 5 – Capital Programme 2020/21**

Scheme	Revised Budget £000's	Outturn £000's	Variance £000's	Note
<b>Housing Revenue Account</b>				
Management Fee	581	558	(23)	
Catch Up and Future Major Works	2,455	2,376	(79)	
Service Improvements	69	4	(65)	
Contingent Major Repairs	55	65	10	
Exceptional Extensive Works	140	153	13	
Disabled adaptations - Major adaptations	110	90	(20)	
Disabled adaptations - Minor adaptations	218	260	42	
Affordable Housing developments	20	119	99	
Davies Avenue Housing Project	10	297	287	1
Investment in New or Existing Dwellings	1,144	1,028	(116)	2
Hucknall Infill Sites	3	75	72	
Housing Vehicles	700	0	(700)	3
Maun View Sutton-in-Ashfield	3	6	3	
Officers` IT for Agile Working (HRA)	103	37	(66)	
Other Housing Revenue Account Schemes (less than £100k)	66	30	(36)	
<b>Total Housing Revenue Account</b>	<b>5,677</b>	<b>5,098</b>	<b>(579)</b>	
<b>General Fund</b>				
Health and Safety works for Kirkby Offices	215	9	(206)	4
Hucknall Leisure Centre	118	120	2	
Improvement Grants 1996 Act Disabled Facility Grant	1,177	691	(486)	5
Investment Properties	3,305	3,305	0	
Kings Mill Reservoir (The King and Miller to Kingfisher)	678	266	(412)	6
Kirkby Leisure Centre	2,563	936	(1,627)	7
Kirkby Park and Play Areas	120	118	(2)	
Lindleys Lane Play/Youth Area	178	146	(32)	

Nuncargate Recreation Ground	146	46	(100)	8
Officers' IT for Agile Working (General Fund)	103	96	(7)	
Piggins Croft Car Park	153	136	(17)	
Purchase of Vehicles	325	68	(257)	9
Titchfield Park Brook	310	88	(222)	10
Towns Fund Projects	1,425	159	(1,266)	11
Other General Fund Schemes (less than £100k)	786	542	(244)	12
<b>Total General Fund</b>	<b>11,602</b>	<b>6,726</b>	<b>(4,876)</b>	
<b>Total Expenditure</b>	<b>17,279</b>	<b>11,824</b>	<b>(5,455)</b>	
<b>Funding</b>				
Major Repairs Reserve	3,628	3,506	(122)	
Borrowing	7,233	3,611	(3,622)	
Government Grants and Other Contributions	4,001	3,076	(925)	
Revenue Contributions	1,676	1,140	(536)	
Reserve Contributions	205	50	(155)	
Capital Receipts	536	441	(95)	
<b>Total Funding</b>	<b>17,279</b>	<b>11,824</b>	<b>(5,455)</b>	

- (1) The capital works started earlier than previously anticipated.
- (2) The delayed purchase of one property in 2020/21 has resulted in the costs being incurred in 2021/22.
- (3) Delivery and invoicing of vehicles ordered for the HRA has been delayed by two lockdowns. Vehicles that were due to be delivered before the end of March initially have ended up being delivered during April, May and into June.
- (4) Delays surrounding extent of works and colour choices for exterior of building and contract formalisation.
- (5) Due to the Covid-19 pandemic working in client's homes came to a halt for some time, a downturn in referrals was seen and availability of building materials also caused problems. However, the overall demand for DFG's is high and there is already a commitment of £970k on the waiting list for 2021/2022.
- (6) Inclement weather from October to mid-March has delayed the contract completion. The final elements of the capital works are being reviewed by the Heritage Lottery Fund for approval.
- (7) Works on site started later than had been planned, resulting in less spend in 2020/21.
- (8) The appointed contractor could not complete the works before the end of 2020/21, due to existing commitments. Project on site and should be completed by end of June 2021.
- (9) Delivery and invoicing of vehicles ordered for the General Fund has been delayed by two lockdowns. Vehicles that were due to be delivered before the end of March initially have ended up being delivered during April, May and into June.
- (10) Inclement weather from January to mid-March has delayed the contract completion.

- (11) Contractor / subcontractor and supply chain availability delayed the start of the contracts. Conveyancing has taken longer than anticipated for the purchase of properties on Low Street.
- (12) Inclement weather from January to mid-March has delayed the contract completion. Supply chain delays have also added to delays.

## 5. Earmarked Reserves – Budget Adjustments 2021/22

Table 6 below provides details of reserve movements required in 2021/22 to provide project and grant funding where the funding had been received in 2020/21 but was not utilised and was moved to reserves as at the 31 March 2021:

**Table 6 - Earmarked Reserves – Budget Adjustments 2020/21**

<b>Funding /Project</b>	<b>Reserve</b>	<b>£</b>
National Leisure Recovery Fund	Revenue Grants Reserve	180,873
Contain Funding	Revenue Grants Reserve	130,988
FHSF Capacity Funding	Revenue Grants Reserve	20,147
Towns Fund Capacity Funding	Revenue Grants Reserve	293,668
Hardship Funding	Revenue Grants Reserve	220,000
Section 31 funding for NNDR reliefs /deficit	NNDR/Ctax S31 & Compensation Reserve	3,961,000
NNDR Compensation (1/3)	NNDR/Ctax S31 & Compensation Reserve	224,667
Council Tax Compensation (1/3)	NNDR/Ctax S31 & Compensation Reserve	7,667
<b>Total</b>		<b>5,039,010</b>

## **Implications**

### **Corporate Plan:**

The Revenue and Capital Budgets and Outturn position reflect delivery of the priorities in the Corporate Plan.

### **Legal:**

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

**Finance:**

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

**Risk:**

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.

**Background Papers**

Financial Monitoring Report – Cabinet 23 March 2021

**Report Author and Contact Officer**

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Chief Accountant

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Directorate: Chief Executive's Department

Outturn as at: 31/03/2021

	Underspend OR Income over-recovery (-)	Overspend OR Income under- recovery (+)	Key reasons for variance (for variances of £3k or greater only)
Service Area	£'000	£'000	
Civic Events	-10		Civic Events were cancelled due to Covid-19
Public Accountability		12	Additional fees for 19-20 external audit
Superannuation Back funding	-22		Total costs were lower than budgeted, budget set on an average of previous years expenditure
CEO General		16	Vacancy factor not met
Total	-32	28	
Net Under/Overspend	-4		

Directorate: Legal & Governance

Outturn as at: 31/03/2021

	Underspend OR Income over-recovery (-)	Overspend OR Income under- recovery (+)	Key reasons for variance (for variances of £3k or greater only)
Service Area	£'000	£'000	
<b>Director</b>			
Director		3	Vacancy factor not met
Standards Committee	-3		No external consultancy used
Anti-fraud	-8		Reduced external consultancy
<b>Legal Services</b>			
Shared Legal service	-36		Vacancies in Legal Services team
ADC only Legal Work	-17		Overachieved Legal fee income and legal costs income
<b>Democratic &amp; Scrutiny Services</b>			
Democratic Services		14	Increased salary costs as covering vacancy in Elections
Member Services	-38		Removal of the performance related allowance. No training or conferences
<b>Electoral Services</b>			
Registration of Electors	-30		Vacancy of Service Manager (see Democratic Services above), underspend on postage
Euro election	-11		Income received to cover euro election costs incurred in previous year
Governance Admin	-10		Postage saving due to changes in practices



Various	-19	Various budget headings across the wider Directorate.
Total	-172      17	
Net Under/Overspend	-155	

Directorate:

Resources & Business Transformation

Outturn as at:

31/03/2021

	Underspend OR Income over-recovery (-)	Overspend OR Income under- recovery (+)	Key reasons for variance (for variances of £3k or greater only)
Service Area	£'000	£'000	
ICT		26	Vacancy Factor not met
	-54		Credit Note for telephone costs overcharged in previous years
		29	Increase in internet, telephone and equipment purchase costs due to covid
Corporate Support & Transformation	-86		Vacancies including the Customer Services Manager post
	-85		Underspend on DST, £85k moved to reserves
	-18		Publicity - third party printing costs were lower than budgeted.
		20	Communications vacancy factor not met
	-4		GIS - overachieved income for street naming and numbering
Revenues & Benefits	-47		Vacancies in Revenues and Benefits
		26	Agency staff costs to cover vacancies, funded by the underspend on salaries.
	-550		Additional new burdens/admin support for Covid activities not utilised - moved to reserves
		460	Losses on Housing Benefits £210k due to impact of Covid, covered by Covid grant, £250k due to movement of clients on to revised universal credit arrangements. (This will be recovered, however, there will be a timing difference)
	-22		Reduction in giro charges
Customer Services		10	Unable to deliver Customer Services on behalf of Nottinghamshire County Council due to office closures, income not achieved
Finance		33	Vacancy Factor not met
	-8		Transparency Grant which wasn't budgeted for.

Insurance Investment & Commercial Property	-174		Restructuring Costs, £161k transferred to reserves, £13k to cover redundancies in Markets
		88	Net insurance costs covered by reserves
		408	Loss of budgeted income on the hotel
	-250		Unbudgeted income for Falkirk investment property completed April 2020 - moved to Commercial Property Investment Reserve
		194	Costs associated with reassigning the lease of the hotel and completing new property investment and lease regearing - £137k in relation to the hotel to be funded by Covid Grant
Covid Grant Expenditure	-13		Commercial properties maintenance costs underspend
	-40		Commercial & Investment Manager post vacant
	-33		Professional & Consultancy underspend
Council Tax Hardship Funding	-1,627		Unallocated Covid funding was held in this Directorate, £741k has been used to fund covid pressures within other service areas, and the balance £886k has been moved to reserves.
Various		7	Unallocated funding moved to reserve
			Various budget headings across the wider Directorate.
Total	-3,989	1,301	
Net Under/Overspend	-2,688		

Directorate:

Place & Communities

Outturn as at:

31/03/2021

	Underspend OR Income over-recovery (-)	Overspend OR Income under- recovery (+)	Key reasons for variance (for variances of £3k or greater only)
Service Area	£'000	£'000	
Community Safety	-158	6	Employee costs underspend due to staff vacancies throughout the year across the service Other net overspends.
Environment	-78	12	Employee costs were 0.4% higher than the budget of £2.989m.
		16	Premises costs (utilities and planned maintenance) were higher than budget.
	-71	6	Transport costs lower than budget, due to reduced expenditure on vehicle repairs £59k, lower fuel costs £32k, partly offset by further spending on other transport costs, mainly vehicle hire £13k Supplies and Services higher than budget.
	-6		Income higher than budget, largely due to increased Developer Contributions.
Health & Wellbeing	-306		Other net underspends.
		97	Income was better than budget largely as a result of the receipt of money in respect of the National Leisure Recovery Fund (NLRf), £181k of this has been carried forward into 2021/22.
	-26		Increased Supplies & Services, largely due to additional payments to the Leisure Centre operator, SLM, funded by the NLRf.
			Other net underspends.

Place	-313		Towns Fund and Future High Street Fund capacity funding not utilised in year. Moved to reserve to be used in 2021/22.
	-20		Other net underspends.
Planning & Regulatory Services	-67		Employee costs were £67k better than budget as a result of net underspends across the Service, due to vacancies.
	-193		Supplies & Services were £193k better than budget. This was mainly as a result of an underspend on the Local Plan (£181k). This has been moved to Reserves.
	-168		Business Grant income of £4.465m and Business Grant payments of £4.297m were accounted for through the Regeneration service. The balance of £168k has been moved to Reserves.
	-311		Planning fee income was better than budget.
	-249		Covid Outbreak Contain funding (Government Grant) was received of £249k, spend of £118k has been incurred in year within other service areas, with the balance of £131k moving to Reserves.
	-52		Income from Licensing was £52k higher than budget, with the surpluses being credited to the Licensing reserve.
	-31		Other net underspends.
Other Services (net)	-33		
Total	-2,082	137	
Net Under/Overspend	-1,945		

Directorate:

Housing & Assets

Outturn as at:

31/03/2021

Service Area	Underspend OR Income over-recovery (-) £'000	Overspend OR Income under- recovery (+) £'000	Key reasons for variance (for variances of £3k or greater only)
Private Sector Housing	-47		£47k income greater than budget from Licencing and 'Civil Penalties' with £14k moving to earmarked reserve to fund future enforcement works.
Supported Housing	-7	26	Agency officers working on Covid Incident works and full staffing establishment.
Car Parks		76	Overall underspend moved to earmarked reserves to assist with the future purchase of equipment due to analogue to digital technology update.
Centralised Offices	-14		Underachieved income compared to budget from Covid lockdown period and changes in the parking order.
	-6		Reduced running costs under Covid lockdown period.
	-17		Salaries underspend due to non-pension deductions for a post and reduced overtime.
	-4		Reduction in utility costs.
Building Cleaning	-19		Underspend on equipment purchase and other minor expenditure budgets.
Asset Maintenance	-48		Due to staff vacancies.
Strategic Housing & Admin	-16		Covid has had impact on completing repairs this year.
Homelessness	-141		Due to staff vacancy periods and time charged for administering Rough Sleeper Initiative,
		80	Grants received for Homelessness Support and Syrian Vulnerable Persons that have not been fully utilised in year transferred to earmarked reserves.
Various	-11		Rough Sleeper Initiative overspend as planned with use of prior year grant transferred from earmarked reserves (pressure fully mitigated).
Total	-330	182	Various budget headings across the wider Directorate.
Net Under/Overspend	-148		

# Corporate Costs

# Corporate Costs

Outturn as at:

31/03/2021

	Underspend OR Income over-recovery (-)	Overspend OR Income under- recovery (+)	Key reasons for variance (for variances of £3k or greater only)
Service Area	£'000	£'000	
Net Interest	-189		Net position of the interest earned on investment balances and the interest paid on third party balances such as HRA balances, S106 balances and insurance balances. The interest rates are lower than budgeted due to Covid-19 pandemic.
Capital Financing	-184		This is the revenue charges that are a consequence of the historic and existing capital programme. The underspend is due to the Minimum Revenue Provision (MRP) charges being less than budgeted due to slippage on the capital programme in 2019/20, and savings on interest rates against budget.
Capital Expenditure Financed from Revenue		104	Contributions were made from revenue reserves to capital schemes - £50k to fund works at Hucknall Leisure Centre, £12k Cemetery works, £31k Kingsmill Reservoir and £11k for the Retail Improvement Scheme.
	-373	104	
Net Under/Overspend	-269		

## Funding

Outturn as at:

31/03/2021

	Underspend OR Income over-recovery (-)	Overspend OR Income under- recovery (+)	Key reasons for variance (for variances of £3k or greater only)
Service Area	£'000	£'000	
Government Grants	-62		Sales fees and charges compensation claim for December 2020 to March 2021
Business Rates	-3,819		Changes to Section 31 grant received from Central Government to compensate for reliefs granted. £3.961m relates to additional reliefs due to covid and has been moved to the Taxation Earmarked Reserve to be utilised in 21/22, when the deficit will be recognised. This is offset by a reduction in other section 31 grants against budget of £142k
		10	Reduction in net rates payable
	-207		Reduction in levy paid to the Nottinghamshire pool, due to net rents payable reducing as net of section 31 grants
	-7		Adjustment to 2019/20 return from Nottinghamshire pool
	-710		Estimated 2020/21 return from Nottinghamshire pool moved to the NNDR Equalisation Reserve
	-674		Business Rates Income Guarantee Scheme - moved to reserve to be utilised in future years as deficit impacts.
Council Tax	-23		Council Tax Taxation Income Guarantee Scheme - moved to reserve to be utilised in future years as deficit impacts.
	-5,502	10	
Net Under/Overspend	-5,492		



**Summary of Reserve Movements 2020/21 (General Fund)****Appendix 2**

	Balance at 31st January 2021	To be approved		Balance at 31 March 2021
	£'000	Contributions £'000	Withdrawals £'000	£'000
<b>Service Earmarked Reserves</b>				
District Planning Enquiry Fund	(125)	(187)		(312)
Elections	(65)			(65)
Leisure Maintenance Reserve (pre 2021 Joint use)	(201)			(201)
Asset Renewal	(743)			(743)
Corporate Change Reserve	(1,100)	(246)		(1,346)
Insurance Related Funds (Inc Risk Mngt)	(492)	(120)	223	(389)
Revenue Grant Reserve	(1,298)	(4,233)	1,805	(3,726)
Brexit Reserve	(51)			(51)
Local Authority Mortgage Scheme (LAMS) Reserve	(76)			(76)
NNDR Equalisation Reserve	(1,430)	(710)		(2,140)
Commercial Property Investment Reserve	(2,900)	(250)		(3,150)
Economic Development and Place Reserve	(178)	(205)		(383)
Licensing Reserve	(110)	(93)	48	(155)
Covid-19 Grant Reserve	0	(886)		(886)
Joint Crematorium Reserve	(486)	(89)		(575)
Other Reserves	(49)*	(21)	3	(67)
<b>Total Service Earmarked Reserves</b>	<b>(9,304)</b>	<b>(7,040)</b>	<b>2,079</b>	<b>(14,265)</b>
<b>Taxation Earmarked Reserves</b>				
NNDR/Ctax S31 & Compensation Reserve	0	(4,658)	0	(4,658)
<b>General Reserve</b>	<b>(6,713)</b>	<b>(1,164)</b>	<b>0</b>	<b>(7,877)</b>

\*Balances as at 31/01/2021 has been adjusted by £10k as a provision was created.

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<b>Report To:</b>	<b>CABINET</b>	<b>Date:</b>	<b>19 July 2021</b>
<b>HEADING:</b>	<b>ADDITION TO THE CAPITAL PROGRAMME - S106 FUNDING</b>		
<b>Portfolio Holder:</b>	<b>COUNCILLOR DAVID MARTIN, PORTFOLIO HOLDER FOR FINANCE, REVENUES AND BENEFITS</b>		
<b>Ward/s:</b>	<b>ALL WARDS</b>		
<b>Key Decision:</b>	<b>NO</b>		
<b>Subject to Call-In:</b>	<b>YES</b>		

## **Purpose of Report**

To gain Cabinet approval for additional capital schemes to be added to the Council's Capital Programme.

## **Recommendation(s)**

Cabinet is requested to:

(1) approve the additions to the Capital Programme of a number of green space improvement projects, funded through Section 106 public open space contributions

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

There are a number of sites in the District which require additional investment in order to increase the quality of provision, continuing to improve parks and green spaces with a rolling programme of investment.

## **Alternative Options Considered**

Not to add the new S106 to the capital programme– not recommended. If the funding is not added to the capital programme, the schemes cannot be undertaken and the Council will not deliver the outcomes of the green space improvements. **Not recommended.**

## **Detailed Information**

### **S106 Contribution to Green Space**

Over the past eighteen months an ambitious programme of investment has seen over £1.75m invested into green spaces across the district. These include :

- Completion of the stone-carved mining statues and additional car parking at Brierley Forest Park.
- Play improvements to Riley Recreation Ground, Sutton.
- Installation of the new play areas at Sorrel Drive and Skegby Road Recreation Ground.
- Restoration of the viaduct and dredging work at Kings Mill Reservoir and refurbishment of the Mill Waters Café.
- Footpath improvements at West Park, Kirkby.
- Play improvements and the brook restoration and landscape works at Titchfield Park in Hucknall.
- New outdoor gym facility at Jacksdale Recreation Ground and footpath improvements.
- Increased capacity for the main car park, Jacksdale.
- Resurfacing of Rights of Way through west Kirkby and the Summit pit tip site.
- Installation of play and fitness equipment at Annesley Recreation Ground.
- Play improvements at Nuncargate Recreation ground, Annesley.
- Refurbishment of the play area at Titchfield Park, Kirkby.

Over £200k of further improvements planned by March 2022 which will include investment into Sutton town centre street furniture, Huthwaite Welfare Park and the second phase of play improvement at Titchfield Park Hucknall.

Additionally, a number of sites have been agreed by the Leader and Portfolio Holder for improvement through the green space programme and would benefit from investment this financial year. The projects will be funded by Section 106 contributions provided for this purpose and are Subject to receipt of S106 income.

The sites are all neighbourhood sites which have had limited investment and require improvement. The Section 106 funding will also contribute towards tree planting and habitat improvements. Increasing tree cover within the District has been identified as a priority at a local, regional, and national level to address the effects of climate change.

### **The S106 contributions and associated sites:**

1. £18461.85: S106 allocation to Washdyke Recreation Ground, Hucknall.
2. £35,000: S106 allocation towards tree planting and habitat improvements, Ashfield-wide.
3. £14,500: S106 from the former Wild Orchid Pub development, allocation towards footpath improvements across the Larwood and Greenwood & Summit Wards
4. £20,000: S106 allocation towards the green space improvement schemes.

## **Implications**

### **Corporate Plan:**

The projects support delivery of the priorities in the Corporate Plan including:

Cleaner and Greener - Parks and Open Spaces:

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

### **Legal:**

This report ensures compliance with the Council's approved Financial Regulations. Committing the S106 to the capital programme will ensure the investment can be realised within the conditions set out in the S106 agreements.

### **Finance:**

<b>Budget Area</b>	<b>Implication</b>
General Fund – Revenue Budget	No implications
General Fund – Capital Programme	S106 receipts / agreements as set out in the detailed information. The commitment of the S106 funding is Subject to receipt of S106 income.
Housing Revenue Account – Revenue Budget	No implications
Housing Revenue Account – Capital Programme	No implications

### **Risk:**

<b>Risk</b>	<b>Mitigation</b>
Overspend of the budgets	All projects will be managed through the Council's project management system to ensure that they remain within budget.

### **Human Resources:**

No HR issues identified

### **Environmental/Sustainability**

The S106 funding includes investment in tree planting and habitat creation.

### **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*

**Report Author and Contact Officer**

**Paul Crawford**

**Senior Regeneration Officer**

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**01623 457451**

<b>Report To:</b>	<b>CABINET</b>	<b>Date:</b>	<b>19 JULY 2021</b>
<b>Heading:</b>	<b>COUNCIL'S INSURANCE ARRANGEMENTS 2020/21</b>		
<b>Portfolio Holder:</b>	<b>PORTFOLIO HOLDER FOR FINANCE, REVENUES AND BENEFITS – CLLR DAVID MARTIN</b>		
<b>Ward/s:</b>	<b>NOT APPLICABLE</b>		
<b>Key Decision:</b>	<b>NO</b>		
<b>Subject to Call-In:</b>	<b>NO</b>		

## **Purpose of Report**

This report is to provide Members with the latest position concerning insurance funds, and premiums paid during 2020/21.

## **Recommendation(s)**

- 1) Members are requested to note the contents of the 2020/21 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 2020/21.

# 1. Self-Insurance Funds (Insurance Reserves)

The Council's insurance reserves have been set up to:

- Help smooth the payment of claims as the levels of claims can change substantially year to year. The Council use external insurers, however, if a claim is made against the Authority and it is successful then the Council is still liable for the insurance excess (the amount of the claim that is paid by the insured not the insurer).
- Set aside money into the reserves in order to pay for any future self-insured claims as they become payable.
- Offset any 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 transactions of the Insurance Funds for 2020/21 are summarised below:

Table 1 - General Fund Insurance Reserves

	<b>Liability Fund £000</b>	<b>Property Fund £000</b>	<b>Employee Tools £000</b>	<b>TOTAL £000</b>
Balance at 1 <sup>st</sup> April 2020	(209)	(190)	(8)	(407)
Leaseholders contribution	0	(5)	0	(5)
Claims Paid	58	1	1	60
Contribution towards Hucknall Leisure Centre	0	50	0	50
Change in Provision	2	(5)	0	(3)
General Fund Contribution	(75)	0	0	(75)
<b>Balance at 31<sup>st</sup> March 2021</b>	<b>(224)</b>	<b>(149)</b>	<b>(7)</b>	<b>(380)</b>



Table 2 - Housing Revenue Account (HRA) Insurance Reserve

	<b>HRA Insurance Fund £000</b>
Balance at 1 <sup>st</sup> April 2020	(182)
Claims Paid	41
HRA Fund Contribution	(50)
Interest	(1)
<b>Balance at 31<sup>st</sup> March 2021</b>	<b>(192)</b>

#### 1.1.1 General Fund - Liability Fund (Reserve)

The liability fund was increased by £75k as agreed by Council on 5<sup>th</sup> March 2020. During 2020-21 the liability fund was reduced to pay claims totalling £58k and further reduced by £2k for increases in the liability provision.

#### 1.1.2 Liability Provision

Accounting regulations require the Council to make a provision for all existing claims based on the potential level of liability as estimated by the insurance company at the year end. It is calculated as the maximum liability amount likely to arise considering all known factors. This amount required in the provision could increase or decrease depending on how the cases develop. Any increases to the year end provision are funded by a debit to the liability fund and any decreases in the provision are credited back to the liability fund.

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

Table 3 – Analysis of Liability Claims (General Fund and HRA)

<u>Year</u>	<u>Number</u>	<u>Value</u> £'000
2020-21	10	50
2019-20	5	26
2018-19	2	13
2017-18	1	68
2016-17	1	10
MMI Provision		
(See Paragraph 3.2)		57
<b>TOTAL</b>	<b>19</b>	<b>224</b>

N.B. the Council's liability for the 2017-18 outstanding claim is limited to its excess of £25k should the claim be settled in full the insurer will pay the remaining £43k.

### 1.2.1 General Fund - Property Fund (Reserve)

£50k from the property fund was used to contribute to the capital works to Hucknall Leisure Centre in 2020/21. This funding was specifically earmarked within the reserve for this purpose as disclosed in the Capital programme approved by Council. During the year claims totalling £1k were charged to the reserve and leaseholder contribution of £5k were credited to the reserve. The property provision reduced in year by £5k and this has been credited back to the property reserve.

### 1.2.2 Property Provision

A reduction of £5k in the property provision was required as at 31 March 2021 due to a reduction in the level of existing claims outstanding at the year end. The reduction in provision was credited to the property reserve.

### 1.3 General Fund - Employee Tools Reserve

The Employee Tools Policy was agreed by Cabinet on 13<sup>th</sup> 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 2020/21 there were 4 claims made for Employee Tools.

### 1.4.1 Housing Revenue Fund (HRA)

Cabinet agreed an annual contribution of £50k per annum to the HRA property reserve for 5 years commencing 2016/17 on 20<sup>th</sup> February 2017. There have been 2 property claims totalling £41k during the year 2020/2021 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.

### 1.4.2 Housing Revenue Provision (HRA)

There have been no changes to the provision in 2020/21.

## 2. Renewal of External Insurance Policies

The new premiums under contract for 2021/22 and comparison to 2020/21 are shown below, the figures shown exclude the 12% Insurance Premium Tax (IPT).

Table 4 – Insurance Premiums

<b>Type of Cover &amp; Insurer</b>	<b>Insurer</b>	<b>2021/22 £000</b>	<b>Insurer</b>	<b>2020/21 £000</b>
Property Package	Protector	126	Protector	120
Liability/Fidelity Guarantee	Travelers	118	Travelers	110
Engineering Inspection	HSB via RMP	29	HSB via RMP	35
Motor Vehicle	Protector	85	Protector	79
<b>TOTAL</b>		<b><u>358</u></b>		<b><u>344</u></b>

The Insurance market is beginning to see an increase in premiums in addition to restrictions to cover, so far, the Council has not been impacted by this, a re-tender of insurance requirements is underway for the year 2022/23.

### 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 has no claims outstanding.

#### 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. The level provided for in the reserve, in relation full potential liability, is as advised by the insurance brokers. The adequacy of the reserve is reviewed annually, taking their advice into account.

### 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 pro-active Risk Management.

There have been no changes to the Risk Management Fund balance in 2020/21 other than a small interest contribution of £14. The balance of this fund is currently £8,028. 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:**

<b>Budget Area</b>	<b>Implication</b>
General Fund – Revenue Budget	None.
General Fund – Capital Programme	None.
Housing Revenue Account – Revenue Budget	None.
Housing Revenue Account – Capital Programme	None.

### **Risk:**

<b>Risk</b>	<b>Mitigation</b>
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.

## **Report Author and Contact Officer**

**Bev Bull - Chief Accountant**

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<b>Report To:</b>	<b>CABINET</b>	<b>Date:</b>	<b>19<sup>TH</sup> JULY 2021</b>
<b>Heading:</b>	<b>CORPORATE RISK – YEAR END 2020/2021 POSITION</b>		
<b>Portfolio Holder:</b>	<b>COUNCILLOR DANIEL WILLIAMSON, PORTFOLIO HOLDER FOR CUSTOMER SERVICES, CORPORATE CHANGE AND DIGITAL TRANSFORMATION</b>		
<b>Ward/s:</b>	<b>ALL</b>		
<b>Key Decision:</b>	<b>NO</b>		
<b>Subject to Call-In:</b>	<b>NO</b>		

## **Purpose of Report**

For Cabinet to review the Corporate Risk Register and the analysis of movement in risk and mitigating actions in respect of those risks.

## **Recommendation(s)**

- **Cabinet are asked to endorse the current significant items on the Register and to consider whether any further immediate actions are necessary to mitigate those risks.**

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

On 23rd February 2021, Cabinet approved the updated Corporate Risk Strategy and new Risk Appetite Framework. Updates to the Corporate Risk Strategy were considered appropriate in order to facilitate greater understanding of risk maturity and improved organisational performance against the Alarm national performance model for risk management in public services, as suggested by Internal Audit. This was also highlighted as an improvement action in the Annual Governance Statement.

In accordance with the Corporate Risk Strategy, it is the role of Cabinet to monitor the Council's risk management and internal control arrangements, as part of the established quarterly monitoring and to recommend action where necessary.

## **Alternative Options Considered**

None

## **Detailed Information**

### **Context/Background**

All organisations are required to consider potential risks which may impede the delivery of corporate objectives. Effective risk management processes strengthen the ability of the Council to react to all situations and protect its own interests and those of the District, ensuring essential service delivery, through actively managing and mitigating risk effectively and innovatively. The management of risk forms an integral part of the Council's business. Effectively managing our risks means that we can maximise opportunities and minimise the costs and disruption to the Council which may possibly be caused by undesired events.

All strategic risk at corporate and service level is incorporated into the Pentana performance system to enable quarterly updates at the same time as updating performance, therefore enhancing the consideration of risk in the delivery of services.

All levels of risk are discussed bi-annually in detail with each service manager as a standing agenda item for Performance Boards, led by the Chief Executive and Assistant Director – Corporate Services and Transformation.

In summary, despite the impacts of the pandemic, overall, the current corporate risk position indicates the positive management of risk:-

- 55% of corporate risks have been effectively managed without an increase in risk assessment rating over the last 12 months
- Positively, 32% of corporate risks have been effectively managed and mitigated with a reduction in risk assessment rating over the last 12 months

### **Corporate Risk Register**

The Corporate Risk Register (position as at year-end 2020/21) is appended to this report.

There was substantial review of our corporate risks in April 2020 to reflect the organisational impact of the COVID pandemic. As a result, during the last 12 months, the following risks impacted by COVID have been:-

- Introduction of universal credit - At the end of the financial year, Universal Credit claiming tenants contributed to 50% of the total rent arrears cases and 68% of the rent arrears value. The total rent arrears value attributed to Universal Credit at week 52 = £274,124.93 (570 cases). At the end of the financial year, 26% of tenants were claiming Universal Credit.
- Sustainability of the Housing Revenue Account (HRA) Business Plan – New and emerging pressures have been placed on the HRA associated with the Housing White Paper, additional fire safety measures required on Council homes, plus new Decent Homes requirements and obligations to meet carbon reduction targets. Adjustments to the HRA are being considered to ensure the Business Plan remains viable and an update will be provided to Cabinet later in the year once greater clarity of the financial consequences of the Housing White Paper are known.
- Having an adopted Local Plan –Covid has led to delays; therefore, the timescale has been extended. Externally commissioned studies have also taken longer than expected.

- High levels of sickness absence - 2020/21 has seen the most significant reduction in the number of days lost due to sickness absence over the last 4 years. The year to date short-term absence statistics outturn for 2020/21 was 2.46 FTE, compared to 3.61 FTE in 2019/20 and 2020/21 long-term sickness absence outturn was 6.0 FTE compared to 6.63 FTE for the previous year. Long-term sickness outturn continues to be significantly higher in comparison to short-term absence.

The reduction in absence rates compared to previous years, despite the pandemic, suggests that whilst the virus may have led to some additional absence, measures such as shielding and an increase in agile working appear to have reduced causes of absence and had a positive impact on the overall absence outturn.

At various times during 2020/21 a number of employees were required to shield due to them being identified as clinically extremely vulnerable (CEV), resulting in them either working from home or being stood down, which could have had an impact on short-term absence. Furthermore, due to COVID restrictions there has been an increased number of the workforce able to work from home which could have had an impact on the short-term absence statistics, as employees may feel more able to work when they feel a little unwell as they are not having to travel into the office but feel well enough to work from home.

- Commercial property investment –All tenants are currently paying their rents in accordance with agreed payment schedules. No further Investment Property acquisitions that are purely to generate net yield will take place from April 2021 in accordance with the revised Capital and Investment Strategies approved by Council in March 2021.
- Workforce planning, inability to recruit to critical roles – there is continuing review of critical roles, resilience and capacity against essential services aligned to Covid recovery planning, the efficiency review programme and the refresh of the Corporate Plan key actions. The position is assessed regularly by CLT and cross-referenced via monitoring reports against vacancy lists, identified hard to recruit posts and mitigating actions. HR have been successful in recently securing a LGA support initiative which has commenced and is targeting work on strengthening succession planning approaches.

Throughout 2020/21 the following new risks were added to the register, mostly in relation to the impacts of COVID:-

- Potential impact on resource levels and capacity due to the impact of COVID
- Ability to maintain service delivery due to absence related to COVID
- During the pandemic, the potential increased risk of decisions being made outside “normal” governance structures due to the need to react quickly to a constantly changing situation. This risk has now been removed from the Corporate Risk Register.
- Potential loss or delays in receipt of key income sources (Business Rates, Council Tax, Housing and Investment Property Rents)
- Ability to adhere to Data Protection regulations with increased remote working (physical and digital data). This risk has now been removed from the Corporate Risk Register.
- Ability to meet statutory obligation process timescales (eg gas servicing)
- Effective strategic leadership of a robust coronavirus recovery plan
- Ability to deliver Town centre funding
- Impacts of COVID on resources available to deliver the annual Spring Clean – this has since been removed as the annual spring clean was delivered successfully despite the pandemic.

- Risks associated with delivery of an election in May 2021 – this has since been removed as the elections were delivered successfully, despite the pandemic

#### Risk Rating Summary

	2014/15 Q4	2015/16 Q4	2016/17 Q4	2017/18 Q4	2018/19 Q4	2019/20 Q4	2020/21 Q4
Significant	10	10	9	7	4	12	9
Medium	9	7	6	10	10	12	13
Low	7	5	2	3	6	4	2
Total	26	22	17	20	20	28	24

The total number of Corporate Risks have reduced over the last year, returning to similar levels pre-pandemic, since the increase in risks at year-end 2019/20, mostly associated with those related to the pandemic. There has also been a reduction in significant rated risks.

Those risks which have remained significant over last 12 months are:-

- Sustainability of HRA business plan to invest in current and new stock
- Having an adopted LDF/Local Plan
- Planning appeals
- Temporary Accommodation – insufficient units to meet demand
- Workforce planning – inability to recruit and/or retain filled position to critical posts.
- Potential impact on resource levels and capacity due to covid
- Ability to meet statutory obligation process timescales

Other significant risks are:-

- Ability to comply with the regulatory regime set out by the Regulator of Social Housing
- Ability to Support and Safeguard Vulnerable people

#### **Implications**

##### **Corporate Plan:**

Effective risk management will enable the delivery of corporate and service level priorities, particularly ensuring our people, structures, systems, processes and practices are 'fit for purpose' and remove barriers to improvement and growth.

##### **Legal:**

No direct legal implications in respect of the recommendations in the report.

Legal and Governance risks are outlined in the report and in the Corporate Risk Register.

##### **Finance:**

Budget Area	Implication
General Fund – Revenue Budget	There may be resource implications to the improvement or mitigation of risk. Financial risks are incorporated into the Corporate Risk Register.
General Fund – Capital Programme	



Housing Revenue Account – Revenue Budget	
Housing Revenue Account – Capital Programme	

**Risk:**

Risk	Mitigation
Lack of an effective risk management framework could result in the organisation having a poor understanding of the major obstacles or blockages that could potentially impact upon its ability to maximise the delivery of its objectives and provision of services to customers	<ul style="list-style-type: none"> <li>• Make risk management part of normal business and therefore incorporate within all decision making processes, including key project delivery.</li> <li>• Integrate risk management into the culture of the Council and cascade awareness through all levels of leadership and beyond.</li> <li>• Ensure the organisation has a clear understanding of its risk maturity level and is taking steps towards improving this to a desired level.</li> </ul>

**Human Resources:**

There is a need to ensure that service managers are clear with regards to the Corporate Risk Strategy and the requirement to follow the consistent processes contained therein. Risk Management training is a priority and refresher training is currently being scheduled for Members and Officers.

**Environmental/Sustainability**

*No direct implications*

**Equalities:**

*No direct implications*

**Other Implications:**

**Reason(s) for Urgency**

**Reason(s) for Exemption**

**Background Papers**

Detailed Corporate Risk Register – Year End 2020/21

**Report Author and Contact Officer**

Jo Froggatt, Assistant Director –Corporate Services and Transformation

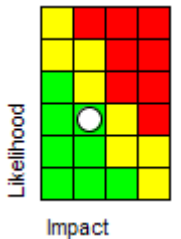
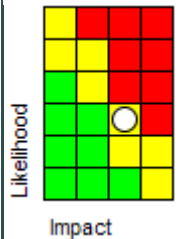
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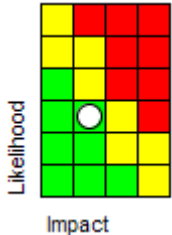
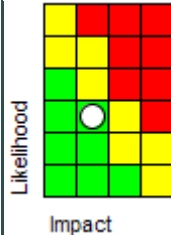
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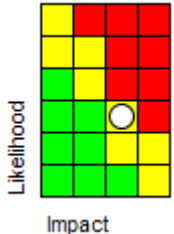
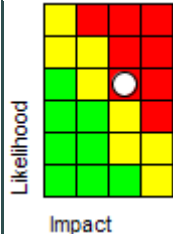
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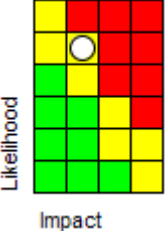

## Corporate Risk Register Year end position

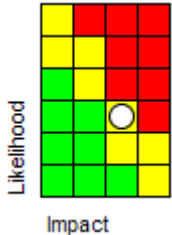
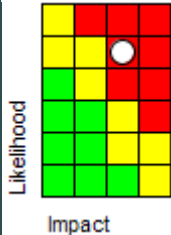
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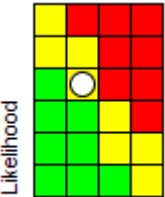
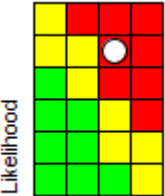
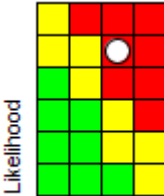
Financial								
Title	Current Risk Matrix	Year end 2019/20 Matrix	Trend	Consequences	Mitigating Actions	Officer Responsible	Comments	Latest Assessment
Ability to identify savings required by MTFS			Reducing	<ul style="list-style-type: none"> <li>• Council cannot fund full range of services in future</li> <li>• Pressure on General Fund reserves</li> </ul>	CLT and Cabinet work together to identify savings and income generation opportunities and to consider use of reserves in setting the budget for each year	Pete Hudson	This years' CLT/Cabinet budget workshops are being scheduled with the first one took place on 18th May. Business cases will be developed and presented at these meetings which identify potential savings or income generation opportunities. From 2021/22 it is expected that savings options will be presented arising from the investment in the DST programme. A base budget review will also be undertaken in September to identify any potential	28-June-2021

Title	Current Risk Matrix	Year end 2019/20 Matrix	Trend	Consequences	Mitigating Actions	Officer Responsible	Comments	Latest Assessment
							budget slack. These meetings will also considered how reserves may be used in the short term to smooth the delivery of savings.	
Business Rates appeals within forecast			Constant	Negative impact on MTFS ; further savings required	A prudent approach is taken to estimating likely successful appeals.	Diane Mitchell; Craig Scott	The VOA are continuing to process all ATM assessments and remove them from the rating list, in accordance with a recent Supreme Court ruling that confirmed that ATM's should not be rated as separate assessments. As this was expected ADC was able to increase it's Appeals provision to cover these once the schedules were issued by the VOA. In addition to the ATM's we have also received some additional adjustments for Doctors Surgeries which have resulted in further reductions in the RV assessments of purpose built Doctor's Surgeries. We considered that this matter	19-Apr-2021

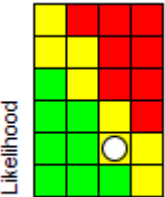
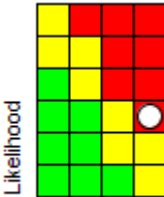
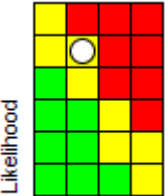

Title	Current Risk Matrix	Year end 2019/20 Matrix	Trend	Consequences	Mitigating Actions	Officer Responsible	Comments	Latest Assessment
							had been closed during 2019-20 as we had received a large number of adjustments (these were anticipated and covered by additional Appeals Provision). It seems the VOA hadn't completed this task.	
Level of central government funding 2020 onwards			Reducing	Negative impact a MTFS ; further savings required	The Council will contribute to any consultation when proposals are announced, emphasising the need for resources to be allocated to deprived areas.	Pete Hudson	As a consequence of the pandemic the Spending Round for 2021/22 was set for 1 year rather than 3. The Government has since advised that the SR in Autumn 2021 will be for a longer period. It is not yet clear how the financial consequences of the ongoing pandemic might impact the level of Government resource going forward. As this information becomes clear it will be factored in the MTFS. The MTFS already includes some significant reductions in the level of Business Rates and NHB in	19-Apr-2021

Title	Current Risk Matrix	Year end 2019/20 Matrix	Trend	Consequences	Mitigating Actions	Officer Responsible	Comments	Latest Assessment
							line with the model provided by LG Futures.	
Introduction of Universal Credit			reducing	<ul style="list-style-type: none"> <li>Potential loss of HRA rental income if tenants receiving UC choose not to pay their rent e.g. they spend this on elsewhere.</li> </ul>	<ul style="list-style-type: none"> <li>The CAB operates an agency agreement with the DWP to assist residents who wish to claim UC. The Council has referral arrangements in place with the CAB.</li> <li>The Welfare Reform Group brings together a series of different disciplines and partners to ensure the Council's response to UC remains pro-active and robust</li> <li>Income Officers within the Income Team have all been trained to deal with UC cases. There is a formalised internal process for managing UC cases</li> <li>There is a UC action</li> </ul>	Martin Guest; Nicky Moss; Paul Parkinson	UC Is standardised now. All controls have been reviewed.	02-Jul-2021

Title	Current Risk Matrix	Year end 2019/20 Matrix	Trend	Consequences	Mitigating Actions	Officer Responsible	Comments	Latest Assessment
					plan in place. This needs reviewing regularly especially around resource requirements to manage the process			
Commercial property investment			reducing	<ul style="list-style-type: none"> <li>• In alignment with Savings Strategy – expected reduced trading service costs/ increase income not realised</li> <li>• Reputational impact of trading services performing inconsistently with Council values</li> <li>• Alienation of customer base</li> </ul>	<ul style="list-style-type: none"> <li>• Robust monitoring arrangements for portfolio – stability of tenant, stability of market and macro economics</li> <li>• Ensure adequate lease length (greater than 7 years)</li> <li>• Ensure tenant has good financial standing and passes regular credit analysis (D+B)</li> <li>• Property reserve to offset short term voids</li> </ul>	Pete Hudson	All tenants are currently paying their rents and it is not envisaged that this will change into the future. No further Investment Property acquisitions will take place from April 2021 in accordance with the revised Capital and Investment Strategies approved by Council in March 2021.	19-Apr-2021

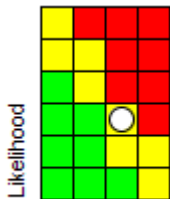

Title	Current Risk Matrix	Year end 2019/20 Matrix	Trend	Consequences	Mitigating Actions	Officer Responsible	Comments	Latest Assessment
Idlewells Shopping Centre – Potential for Business Owners (Elandi) in Administration	 <p>Likelihood</p> <p>Impact</p>	New 2021		<p>Centre closure / reduced offer:</p> <p>Economic – loss of income from business rates</p> <p>Economic – reduced rental income from Indoor market</p> <p>Economic – Employment offer reduced</p> <p>Economic – Centre in decline / wider investment through Towns fund</p> <p>Physical – maintenance and repairs issues indoor market</p>	Working relationship with Centre's management team ensuring fully aware of financial position as far as reasonably practical	Trevor Middleton	<p>Met with Idlewells manager to discuss partnership working and town centre promotions.</p> <p>Elandi have created a brochure to market part of the shopping centre as a community hub or specialist entertainment offer – this to be circulate externally.</p>	02-Jul-2021
Sustainability of HRA business plan and ability to invest in current and new stock	 <p>Likelihood</p> <p>Impact</p>	 <p>Likelihood</p> <p>Impact</p>	Constant	<p>Inability to provide services and meet regulatory requirements</p> <p>Inability to build new housing stock</p> <p>Inability to cross fund general fund services</p>	<p>Regular review of HRA 30 Year Business Plan</p> <p>White Paper Action Plan</p>	Phil Warrington	No change to assessment. Currently working through the financial implications of new regulation and seeking to adjust the Business Plan in line with this.	07-Jul-2021



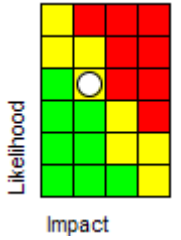
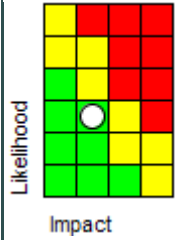
Title	Current Risk Matrix	Year end 2019/20 Matrix	Trend	Consequences	Mitigating Actions	Officer Responsible	Comments	Latest Assessment
Ability to deliver Towns Fund and Future High Streets Programme	 <p>Likelihood</p> <p>Impact</p>	 <p>Likelihood</p> <p>Impact</p>	Reducing	<p>Opportunity lost to regenerate and re-purpose town centres and local centres</p> <p>Reputational damage</p>	<ul style="list-style-type: none"> <li>Specialists will be appointed to support business case development for Towns Fund and Future High Streets Funding projects</li> <li>Future High Streets Fund and Towns Fund delivery monitored through Pentana, Regen, Board and Discover Ashfield Board</li> <li>Team structure being reviewed to ensure sufficient resource</li> </ul>	Sarah Daniel;	<p>Since December 2020 over £70m has been secured from the Future High Streets and Towns Funds. Business cases will need to be developed and approved by MHCLG to access the £62.6m offer from the Towns Fund.</p> <p>For Hucknall we are planning to submit a bid to the second round of the Levelling Up fund (submission date to be announced). Hucknall has not been identified as one of the priority places for this fund.</p>	02-Jul-2021
Loss / delays in receipt of key income sources (Business Rates, Council Tax, Housing and Investment Property Rents)	 <p>Likelihood</p> <p>Impact</p>	 <p>Likelihood</p> <p>Impact</p>	Constant	<p>Loss of income – increased write offs. Delays in receiving income leading to potential cashflow issues. Increased debt management and recovery costs. Potential impact on</p>	<ul style="list-style-type: none"> <li>Reserve to cushion potential delays in payment of Investment Property income.</li> <li>Healthy HRA balances to manage short term cashflow issues from reductions/delays in</li> </ul>	Pete Hudson	The impact of the pandemic will continue to see permanent reductions in some income sources and also delays in income receipts. This is monitored on an ongoing basis and key impacts will continue to be reported through to CLT and Cabinet via periodic	19-Apr-2021

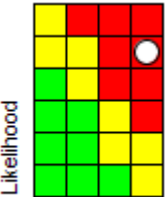
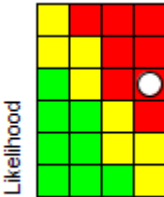
Title	Current Risk Matrix	Year end 2019/20 Matrix	Trend	Consequences	Mitigating Actions	Officer Responsible	Comments	Latest Assessment
				payment of preceptors and having sufficient income to meet cost obligations as they fall due.	<ul style="list-style-type: none"> <li>housing rent</li> <li>Option to scale back costs associated with non-critical functions.</li> </ul>		Financial monitoring reports. CIWG also receives regular update reports regarding Investment and Commercial Property income performance with twice yearly reporting of this to the Audit Committee. This reporting regime will also continue. Any significant permanent income loss will be reflected in updates to the MTFS.	

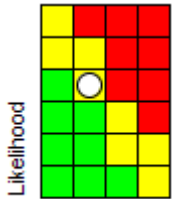
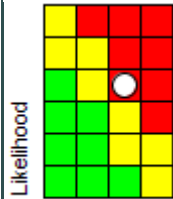

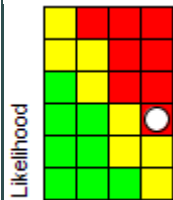
## Legal & Regulatory Risk

Title	Current Risk Matrix	Year end 2019/20 Matrix	Trend	Consequences	Mitigating Actions	Officer Responsible	Comments	Latest Assessment
<p>Ethical Governance – ability to implement changes to the Members' Code of Conduct and recommendations of the Committee on Standards in Public Life (CSPL) and Peer Challenge</p>	 <p>Likelihood</p> <p>Impact</p>	 <p>Likelihood</p> <p>Impact</p>	Constant	<ul style="list-style-type: none"> <li>• Significant resource to deal with implications of proposed Code of Conduct changes.</li> <li>• Significant resource to deal with implications of implementing the recommendation of the CSPL</li> <li>• Potential for negative perception of the Council which impacts upon the Council's reputation</li> <li>• Potential for adverse impact upon the workings of the Council</li> <li>• Without new</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing work by the Standards and Personnel Appeals Committee in relation to the Committee on Standards in Public Life – report on Local Government Ethical Standards</li> <li>• Members received training regarding the Code of Conduct, their behaviours and roles and responsibilities as part of the induction in May 2019. In line with the Corporate Peer Challenge recommendation further training will be organised.</li> <li>• Present Quarterly Complaint</li> </ul>	Ruth Dennis; Michael Joy	<p>Present Quarterly Complaint Monitoring reports to Standards and Personnel (Appeals) Committee</p> <p>Reports relating to the Committee on Standards in Public Life – report on Local Government Ethical Standards were presented to Committee in March 2019, July 2019 and October 2019, July 2020, December 2020 and March 2021.</p> <p>The Standards and Personnel Appeals Committee approved its 2021/22 work programme at its meeting in June 2021. The Work Plan includes an ongoing action to implement the CSPL Best Practice Recommendations.</p>	02-Jul-2021

Title	Current Risk Matrix	Year end 2019/20 Matrix	Trend	Consequences	Mitigating Actions	Officer Responsible	Comments	Latest Assessment
				legislation does not provide holistic response to the recommendation of the CSPL	<p>Monitoring reports to Standards and Personnel (Appeals) Committee</p> <ul style="list-style-type: none"> <li>Responding to the LGA's consultation on its draft Model Code of Conduct.</li> </ul>		<p>The Committee in March 2021 recommended a revised Code of Conduct to the Council AGM. The Council at its AGM on 20 May 2021 approved the revised Code which incorporates elements of the LGA Model Code. The roll out of the new Code will now take place including revised training for Members and relevant Officers along with information on the Website and Intranet.</p> <p>The Corporate Peer Challenge team has recommended training for Members and Officers in relation to the roles and responsibilities of Members and officers. The development of this training package has been delayed by the coronavirus pandemic. A report was</p>	

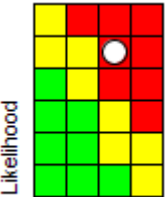

Title	Current Risk Matrix	Year end 2019/20 Matrix	Trend	Consequences	Mitigating Actions	Officer Responsible	Comments	Latest Assessment
							presented to the Committee on 30 June to begin refreshing the existing Members' Development Strategy.	
Ability to achieve efficiencies and compliance from procurement reviews / improvement			Increasing	<ul style="list-style-type: none"> <li>• Penalties for non-compliance with legislation</li> <li>• Inability to meet MTFS savings targets if procurement savings not achieved</li> </ul>	<ul style="list-style-type: none"> <li>• Agreement of a new Procurement Strategy setting out clear guidance for spending managers</li> <li>• Particular emphasis on small value procurement (under £25k) to ensure that the Council has legally compliant processes in place</li> <li>• Review of Procurement Arrangements (Shared Procurement Unit) to ensure objectives are being met</li> </ul>	Chris Clarke	The procurement review has concluded and a series of recommendations has been discussed with the Service Director, Resources and Transformation. A report will be taken to CLT to gain approval for the implementation of recommendations.	22-Jun-2021

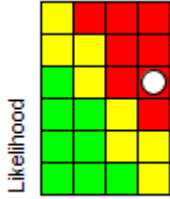
Title	Current Risk Matrix	Year end 2019/20 Matrix	Trend	Consequences	Mitigating Actions	Officer Responsible	Comments	Latest Assessment
Having an adopted LDF / Local Plan	 <p>Likelihood</p> <p>Impact</p>	 <p>Likelihood</p> <p>Impact</p>	Increasing	<ul style="list-style-type: none"> <li>• Diminish ability to stimulate economic growth</li> <li>• Increase likelihood of a developer lead approach to devt.</li> <li>• Maximises potential for a significant award of costs against the authority</li> <li>• Local Plan now at preferred approach. Need to publish next stage. Failure to achieve will set back timetable.</li> <li>• If plan requires subsequent revision, will add delays.</li> </ul>	<ul style="list-style-type: none"> <li>• Regular engagement with Members to bring them on board</li> <li>• Keeping abreast of latest challenges; work with Planning Advisory Service and Planning Inspectorate</li> <li>• Keeping a clear audit trail of engagements with developers and consultees</li> <li>• work with Elected Members to address concerns</li> <li>• Provide professional guidance</li> </ul>	Christine Sarris	<p>Risk of intervention has increased as we are behind schedule with the currently agreed timetable. Covid has led to delays in developing strategic approaches due to the commissioning of external consultants and joint working with Nottinghamshire authorities. It is recognised that there have been significant changes to retailing and economic development over the past 18 months. As well as uncertainty over infrastructure projects such as HS2 and also development of new potential rail connections.</p> <p>Government created uncertainty with changes to expected housing delivery which had to be resolved to inform strategic approach</p>	07-Jul-2021

Title	Current Risk Matrix	Year end 2019/20 Matrix	Trend	Consequences	Mitigating Actions	Officer Responsible	Comments	Latest Assessment
Risk of Government's Waste strategy setting unattainable targets around recycling and service provision. Including the requirement to provide free garden waste service and separate food waste collections	 Likelihood Impact	 Likelihood Impact	reducing	<ul style="list-style-type: none"> <li>• potential fines from EU</li> <li>• reputational damage</li> </ul>	Discussions with County and neighbouring District Councils continue to help reduce any capital costs that maybe incurred by the Authority when introducing food waste collections. However the current guidance is that these costs will be picked up by the Government.	Alastair Blunkett;	The Government have released the consultation on consistency in waste collections. The consultation covers mandatory food waste and free garden waste collection. While mandatory food inspections are expected, the current expectation is that chargeable garden waste collections will be allowed to remain in place, though likely with guidance on potential charges. The consultation closes on the 4th July.	02-Jul-2021
Planning appeals	 Likelihood Impact	 Likelihood Impact	constant	surpass the 10% limit and end up in special measures	Councillor training, Officer training & monitoring	Christine Sarris	We are in a slightly better position than last quarter. Mitigation is that we are discussing risk in relation to this matter on a quarterly basis and we work through approaches. Additional information from the service area to support this is "Although we win appeals it does not affect	28-Apr-2021

Title	Current Risk Matrix	Year end 2019/20 Matrix	Trend	Consequences	Mitigating Actions	Officer Responsible	Comments	Latest Assessment
							<p>the figures it is based on the decisions we make and of those decisions the ones we lose</p> <p>So we make 49 decisions in last 2 years on Major apps. A number we refused, only a % of these go to appeal and then some get allowed. It is the number of total decisions against the number allowed.</p> <p>Each one allowed is approx. 2%</p> <p>Beck Lane drops off figures after Sept</p> <p>We have 4 appeals outstanding at present.</p> <p>I consider we appear to be safe at least till the end of the year."</p>	

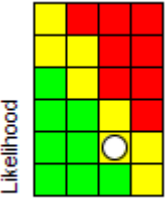



Title	Current Risk Matrix	Year end 2019/20 Matrix	Trend	Consequences	Mitigating Actions	Officer Responsible	Comments	Latest Assessment
Ability to meet statutory obligation process timescales (eg gas servicing)	 <p>Likelihood</p> <p>Impact</p>	 <p>Likelihood</p> <p>Impact</p>	Constant	Loss of life through explosion or carbon monoxide Reportable breach to Housing Regulator Govt intervention and/or corporate manslaughter	Following current Govt guidelines in terms of evidencing all 'refusals' Tenants provided with safety leaflet relating to CO Weekly report to Housing Regulator	Chris Clipstone; Richard Davis	<p>Due to the Coronavirus Pandemic a number of changes have been made to the Property Health and Safety Check / Service processes to adapt to the current situation. As a consequence of the Government's guidelines on social distancing / shielding and self isolation periods etc. there will be a number of gas services which have not been completed prior to the anniversary date.</p> <p>This is following the decision not to follow our usual processes to gain entry into a property whereby a Tenant does not wish to allow access to their home due to their interpretation of the Government's guidelines in relation to social distancing and shielding etc. We will also not enter a property</p>	02-Jul-2021

Title	Current Risk Matrix	Year end 2019/20 Matrix	Trend	Consequences	Mitigating Actions	Officer Responsible	Comments	Latest Assessment
							<p>where a Tenant has tested positive or is self-isolating due to symptoms etc.</p> <p>The decision associated with this revised gas servicing process is detailed in the following ODR:</p> <p>HAA-TEC/RD-ODR183</p> <p>Whereby we are refused access we will work with the Tenant and advise them of the importance of the gas service and the precautions that we can undertake to minimise any potential risk.</p>	
Ability to comply with the regulatory regime set out by the Regulator of Social Housing	 <p>Likelihood</p> <p>Impact</p>	New 2021		<ul style="list-style-type: none"> <li>• Health and Safety prosecutions.</li> <li>• Appearing on the Regulator of Social housing's 'Watch List'.</li> <li>• Regulator Inspections.</li> <li>• Inspection</li> </ul>	<ul style="list-style-type: none"> <li>• Monthly updates at DMT against the Housing and Asset Corporate Risks to identify early warning indicators and tolerances</li> <li>• Monthly review/updates</li> </ul>	Nicky Moss	<p>The controls have been reviewed and remain the same.</p> <p>A white paper action plan is in place to manage this risk.</p>	02-Jul-2021

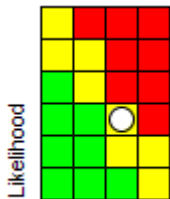

Title	Current Risk Matrix	Year end 2019/20 Matrix	Trend	Consequences	Mitigating Actions	Officer Responsible	Comments	Latest Assessment
				downgrade following inspections. • Regulatory downgrade from current status. • Unlimited fines. • Removal of the Housing Stock. • Reputational damage to the Council.	against Social Housing White Paper Action Plan • Quarterly reports on performance on Complaints • Monthly updates to DMT on determinations from the Housing Ombudsman and failings from the Regulator of Social Housing for the sector • . Quarterly updates on our position against Regulatory Consumer Standards • . Quarterly key performance indicator report • . Quarterly review of Tenant Satisfaction Measures • . Quarterly FLEGAL update report			

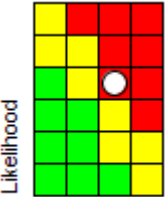

## Reputational

Title	Current Risk Matrix	Year end 2019/20 Matrix	Trend	Consequences	Mitigating Actions	Officer Responsible	Comments	Latest Assessment
Leisure Centre – Ability to complete the project on time, within budget and within scope	 <p>Likelihood</p> <p>Impact</p>	 <p>Likelihood</p> <p>Impact</p>	reducing	Reputational damage Delay on delivery benefits	Project programme established, with realistic timescales set, allowing for delays. Regular meetings held with project group where programme is monitored. When construction starts progress will be reviewed at fortnightly site meetings and monthly Steering Group meetings. Liquidated damages included in contract documents. Contractor required to produce detailed programme of works and to produce action plan to rectify delay if work falls behind programme. Reputational Damage due to cost/ time overrun and all Publicity	Theresa Hodgkinson; Darowen Jones	Works are progressing onsite to programme.	23-Apr-2021

Title	Current Risk Matrix	Year end 2019/20 Matrix	Trend	Consequences	Mitigating Actions	Officer Responsible	Comments	Latest Assessment
					and contact with media to be managed by Corporate Communications section. Project manager being appointed to ensure that the project is kept to programme and costs.			

## Service Delivery

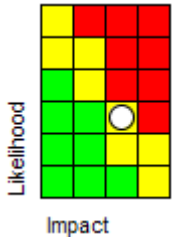
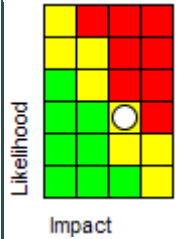
Title	Current Risk Matrix	Year end 2019/20 Matrix	Trend	Consequences	Mitigating Actions	Officer Responsible	Comments	Latest Assessment
Levels of sickness absence	 <p>Likelihood</p> <p>Impact</p>	 <p>Likelihood</p> <p>Impact</p>	Constant	<ul style="list-style-type: none"> <li>• Productivity</li> <li>• Financial</li> <li>• Employee morale</li> <li>• Service delivery</li> <li>• Remaining staff placed under increased pressure</li> <li>• Reputational damage</li> </ul>	<ul style="list-style-type: none"> <li>• Robust management of sickness absence procedures by managers and robust procedures – Revised Absence Mgt Policy implemented</li> <li>• Effective monitoring – monthly monitoring reports highlighting service area absence to assist CLT and managers in absence management</li> <li>• Employee support mechanisms – Employee assistance programme implemented</li> <li>• Appropriate occupational health support – Occupational Health</li> </ul>	Kate Hill; Nikki Morris	<p>Levels of annual absence out-turn for 2020/21 lower than target (11% positive reduction).</p> <p>Management reports provided by HR on a monthly basis to CLT/managers/unions supplemented by an additional Director/HR monitoring meeting on reviewing directorate compliance with attendance management policy.</p> <p>HR produce an annual report which is presented to CLT, detailing absence levels, absence reasons, split between short and long term absence, costs of absence, Occupational Health and mitigating actions taken to address absence. Presented in June</p>	28-Jun-2021

Title	Current Risk Matrix	Year end 2019/20 Matrix	Trend	Consequences	Mitigating Actions	Officer Responsible	Comments	Latest Assessment
					provision reviewed		2021.	
Ability to Support and Safeguard Vulnerable people	 <p>Likelihood</p> <p>Impact</p>	 <p>Likelihood</p> <p>Impact</p>	Increasing	<ul style="list-style-type: none"> <li>Life may be in danger, risk of major injury, further abuse or severe physical and mental health impacts</li> <li>Reputational damage to the Council</li> </ul>	<ul style="list-style-type: none"> <li>Corporate Vulnerability and Safeguarding Working Groups meets quarterly to discuss legislative changes to Safeguarding practice</li> <li>Mandatory training provided to all employees on Safeguarding</li> <li>Tri-X Safeguarding Policy available to employees</li> <li>Safeguarding information available on the intranet for all employees.</li> <li>Named safeguarding lead contacts available within the Council</li> <li>Formal mechanisms in place to record and monitor</li> </ul>	Nicky Moss	<p>The controls remain the same.</p> <p>There is an action plan in place for Corporate Safeguarding 2021 which will mitigate the risks.</p>	05-Jul-2021

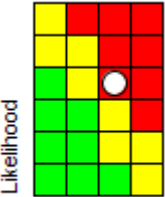

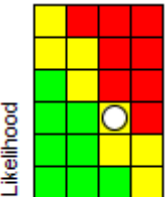
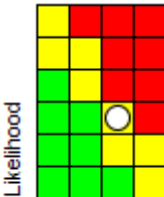
Title	Current Risk Matrix	Year end 2019/20 Matrix	Trend	Consequences	Mitigating Actions	Officer Responsible	Comments	Latest Assessment
					<p>referrals to manage reported cases and support and safeguard vulnerable people.</p> <ul style="list-style-type: none"> <li>• Terms of reference in place for the Working Group – wide membership across the Council</li> <li>• Corporate Leadership Team (CLT) is kept informed through a twice yearly annual tracker</li> <li>• Corporate Safeguarding Lead for the Council is a member of the Nottinghamshire Safeguarding Partnership</li> <li>• Action Plan in place which covers all aspects of safeguarding</li> <li>• Safeguarding Audits undertaken – last</li> </ul>			



Title	Current Risk Matrix	Year end 2019/20 Matrix	Trend	Consequences	Mitigating Actions	Officer Responsible	Comments	Latest Assessment
					Audit 2019			
Workforce planning – ability to recruit and/or retain filled position to critical posts	<p>Likelihood</p> <p>Impact</p>	<p>Likelihood</p> <p>Impact</p>	Constant	Inability to provide critical service functions including statutory services whilst vacant Negative impact on delivery of critical functions that directly affect Corporate Plan priorities,, productivity, MTFS	<ul style="list-style-type: none"> <li>Implementation of Workforce Plan</li> <li>Identify Critical Posts and implement strategic plan to mitigate against risks of failure to recruit/retain quality staff to these positions</li> </ul>	Craig Bonar	Continue to review critical roles, resilience and capacity against essential services aligned to Covid response and transition to recovery planning. Cross referenced via monitoring reports against vacancy list and identified hard to recruit posts and strategy to mitigate recruitment and retention challenges.	23-Apr-2021
Potential impact upon resource levels and capacity due to COVID 19	<p>Likelihood</p> <p>Impact</p>	<p>Likelihood</p> <p>Impact</p>	Constant	Ability to maintain service delivery both Essential Services and others Reduction in sufficient skills Reduced ability to recruit	Maintain/update priority list of essential services	Karen Barke	Current level is maintained although the R rate is reducing it is still high in the local area and could still have an impact on resources and service delivery. Reporting is still undertaken and the attendance levels and impact on service delivery is monitored closely.	19-Apr-2021

Title	Current Risk Matrix	Year end 2019/20 Matrix	Trend	Consequences	Mitigating Actions	Officer Responsible	Comments	Latest Assessment
Ability to maintain service delivery due to absence levels related to COVID 19			Constant	<ul style="list-style-type: none"> <li>Inability to provide all Essential Services</li> <li>Impact on the employees especially those on designated long term self-isolation</li> </ul>	<ul style="list-style-type: none"> <li>Maintain Sit Rep reports to assess levels of Covid related absence and identify 'red flags'</li> <li>Robust management of swab testing arrangements for key workers when required</li> </ul>	Karen Barke	Whilst the risk has remained the same the R rate is still relatively high in the area which could continue to impact in service areas especially in relation to employees self isolating. With increased testing in order to ascertain those who are A-symptomatic there is a likelihood that this could increase numbers of employees self isolating in addition the current strain of COVID-19 is more contagious.	19-Apr-2021

## Strategic

Title	Current Risk Matrix	Year end 2019/20 Matrix	Trend	Consequences	Mitigating Actions	Officer Responsible	Comments	Latest Assessment
Temporary Accommodation – sufficient units to meet demand	 <p>Likelihood</p> <p>Impact</p>	 <p>Likelihood</p> <p>Impact</p>	Constant	<ul style="list-style-type: none"> <li>Finance – higher bed and breakfast costs</li> <li>Statute – failure to meet statutory duty</li> </ul>	<ul style="list-style-type: none"> <li>Filter in more properties as become available through tenancy voids.</li> <li>Find additional resource to manage properties</li> </ul>	Phil Warrington	No change to assessment. Awaiting a rise in homelessness due to eviction moratorium ending.	07-Jul-2021
Effective Strategic Leadership of a Robust Coronavirus recovery plan	 <p>Likelihood</p> <p>Impact</p>	 <p>Likelihood</p> <p>Impact</p>	Constant	<p>Failure to have effective recovery plans in place</p> <p>Failure to maximise partnerships and work with third sector to mitigate against Covid impact</p> <p>Failure to review and prioritise key actions and activities to support recovery</p> <p>Ineffective allocation of capacity and resources</p> <p>Failure to</p>	<ul style="list-style-type: none"> <li>CLT to act as ADC Recovery Plan drivers</li> <li>Weekly recovery update to CLT and Leadership meeting</li> <li>Ensuring suitable representation and input in LRF– Recovery Planning and Groups</li> </ul>	Craig Bonar	<p>LRF focus remains primarily on Covid response though with swing towards recovery actions aligned to the national road map on lifting of restrictions and new ways of working becoming business as usual. Senior management continue to actively participate in LRF Cells, SCG and TCG with robust sharing of key summary information and status and impacts within Ashfield.</p> <p>ADC is active participant in Covid Surge Community</p>	23-Apr-2021

Title	Current Risk Matrix	Year end 2019/20 Matrix	Trend	Consequences	Mitigating Actions	Officer Responsible	Comments	Latest Assessment
				embed new ways of working and delivery models			<p>Testing should a variant case be identified and well placed to provide strategic and operational leadership.</p> <p>Communications of national key messages on vaccinations, testing compliance etc remains robust.</p> <p>CLT monitor Covid response/recovery and required actions weekly. Political Leadership and members are active via Covid Response Scrutiny Forum.</p>	

<b>Report To:</b>	<b>CABINET</b>	<b>Date:</b>	<b>19 JULY 2021</b>
<b>Heading:</b>	<b>THE BIG ASHFIELD SPRING CLEAN, 2021</b>		
<b>Portfolio Holder:</b>	<b>CLLR SAMANTHA DEAKIN, PORTFOLIO HOLDER FOR PARKS, TOWN CENTRES AND NEIGHBOURHOOD SERVICES</b>		
<b>Ward/s:</b>	<b>ALL WARDS</b>		
<b>Key Decision:</b>	<b>YES</b>		
<b>Subject to Call-In:</b>	<b>YES</b>		

## **Purpose of Report**

To update the Cabinet on a full evaluation of the BIG Ashfield Spring Clean 2021, its success and our future plans to ensure that residents are supported in managing their waste correctly, helping to reduce fly tipping and littering in the District while also increasing our recycling levels.

## **Recommendation(s)**

- 1 Cabinet notes the success of the BIG Ashfield Spring Clean in 2021;
- 2 Cabinet approves the creation of a more sustainable BIG Spring Clean 2022 and campaigns throughout the year to support residents in managing their waste.

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

The Council delivered its first Big Ashfield Spring Clean in 2018; and due to the success of this campaign it has now become an annual event.

Following a detailed review of previous campaigns along with an evaluation of our wider environmental performance, a refreshed approach as set out in the report will ensure that Ashfield District Council continues to support its residents in managing their waste in a sustainable way throughout the year, whilst also supporting and empowering communities to maintain and feel pride in where they live.

## **Alternative Options Considered**

Not to run a BIG Ashfield Spring Clean campaign and carry on with the current bulky collection service. However, the campaign had previously achieved high levels of participation by the public and is universally popular. **Not recommended.**

To revert to the original Big Ashfield Spring Clean approach which utilises static skips. This provided less capacity than subsequent campaigns and was not popular with the public. **Not recommended.**

## **Detailed Information**

### **Impact of COVID:**

The BIG Ashfield Spring Clean 2021 was heavily impacted by COVID, placing restrictions not only on how it could take place but also in how it could be communicated to residents. In previous years the campaign has been promoted through leafleting, however this was prohibited. Therefore, promotion focused on social media and local published media.

Free bulky waste collections could be booked between 8<sup>th</sup> and 26<sup>th</sup> February 2021, restrictions at the time of the campaign required there being at least 72 hours between a request for collection and it then taking place, with bagged waste restricted to just one bag.

The Community Engagement team were not able to host any workshops or events and were not able to organise any volunteer litter pick groups.

A period of snow also impacted on the early stages of the campaign as well as employees being required to self-isolate due to positive COVID tests.

### **Waste Management Data:**

The impact of COVID on the ability to promote the campaign and engage with residents is reflected in a reduction in the total number of items that were collected compared to 2020's campaign as per Table 1 below.

**Table 1.**

	<b>2019</b>	<b>2020</b>	<b>2021</b>
Number of items collected	6,070	9,186	8,108
Amount of Extra Tonnes Collected	302.38	249.1	296.08
Average number of days between a request being made and collection - General Bulky Waste	6.79 Days	7.21 Days	6.92 Days
Average number of days between a request being made and collection - Electrical items	12.47 Days	6.26 Days	8.18 Days
Number of requests over 14 Days	473	15	0

While the number of items collected reduced there was an increase in overall tonnes collected, with an additional 46.98 tonnes of waste when compared to the 2020 campaign. The following reasons help explain the increase in tonnage:

- There has been a 15% increase in kerbside collected tonnage across Residual, Recycling, Glass and Garden waste services due to the covid-19 pandemic. This has seen a lot of residents depositing additional waste in their kerbside collections rather than visiting Household Recycling Centres. Therefore, while residents were asked to only place one additional sack out for collection, in reality any sacks presented were collected.
- Due to previous extra waste campaigns like the 'Bag it!' and 'Skip into Summer' during the lockdown months, residents became used to placing additional waste alongside their normal kerbside collections. This reduces the incentive for residents to recycle.

A clear success this year was that all the bulky items were collected within the 14 day service agreement, the first time this has been achieved, an achievement that is also reflected in the average collection times being within 6 to 8 working days.

### Customer Service Data:

The number of phone calls received during the event has seen a year on year reduction, and this is reflected in the caller waiting times, which has also reduced, see Table 2 below. While there was a reduction in phone calls of around 32% compared to 2020 the seconds to answer calls also more than halved.

**Table 2.**

	2019	2020	2021
Number of Calls made to the Service	6,800	6,715 (-1.25%)	4,525 (-32.6%)
Percent of Calls Answered	73%	96%	98%
Seconds taken to Answer	181 Seconds	52 Seconds	22 Seconds

The number of visitors to the BIG spring clean webpage has remained high through the campaigns, though with a slight drop off in 2021, compared to 2020. This increase, along with a reduction in phone calls made to the service shows the move residents are making in the way that they chose to access the service with double the number of collection requests being made online this year compared to last. Mobile devices are now being used to book every 3 in 5 collections.

**Table 3.**

	2019	2020	2021
Number of Visitors to the BIG Spring Clean webpage	4,933	5,000	4,842
Bulky Waste Requests made Online	-	1,488	3,041
% of Customers visiting Webpage via Mobile Phone	65%	72%	75%
% Customers visiting Webpage via Desktop	20%	20%	18%
% Customers visiting Webpage via Tablet	15%	8%	7%

## The Wider Impacts of the Spring Clean

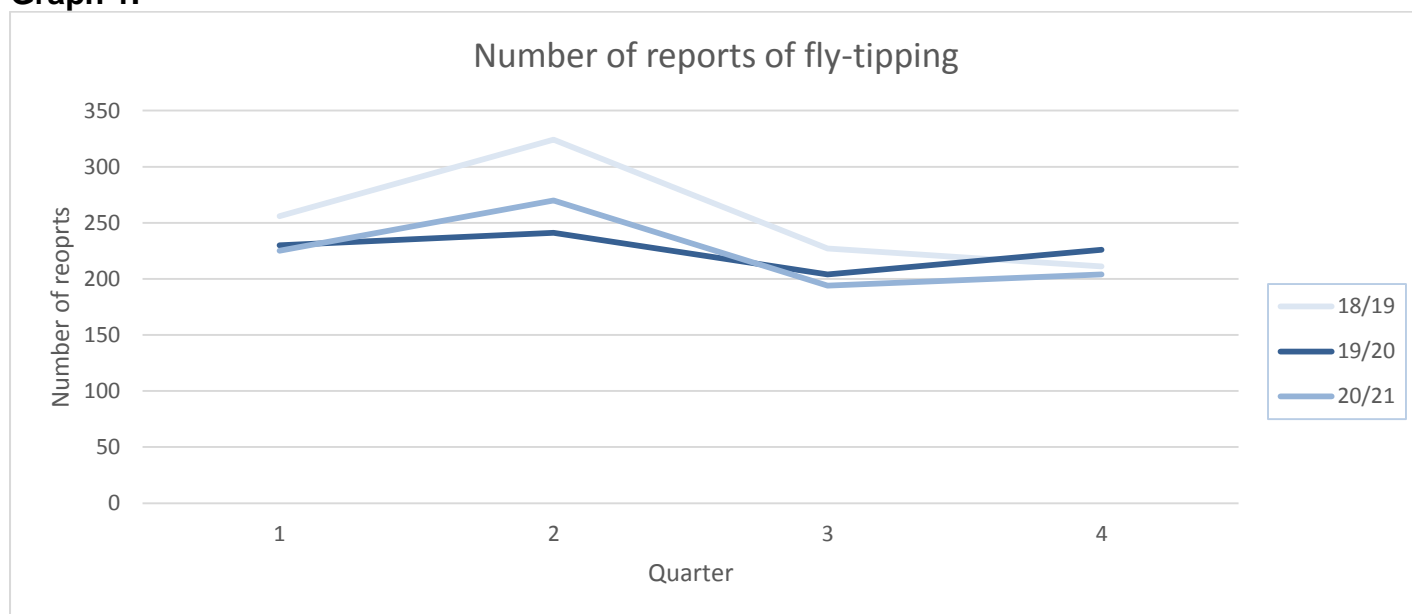
Whilst the campaign is an extremely busy period for the Neighbourhood and Environment Service, only about 7% of the properties within Ashfield take advantage of the free Bulky Waste Service, see Table 4 below. The number of return customers is also seeing a year on year increase, with a developing trend of a small cohort of properties that are primarily utilising the free bulky service, rather than it being used across the wider District.

**Table 4.**

	2019	2020	2021
Properties using campaign compared to whole District	2864 (5%)	4298 (7.5%)	3724 (6.5%)
'Return Customers'	442 (15.4%)	1,362 (31.7%)	1,803 (48.4%)
% of Customers who have used the Campaign and Bulky Service across the year	13%	10%	13%

In relation to Fly tipping and the impact of repeated BIG Spring campaigns, 2019/20 saw the most improvement with an 11% reduction in reports. While there were more reports in Quarter 2 when compared to 2020, Quarter 4 saw the lowest number of fly tipping reports since the introduction of the yearly campaign, see Graph 1, below.

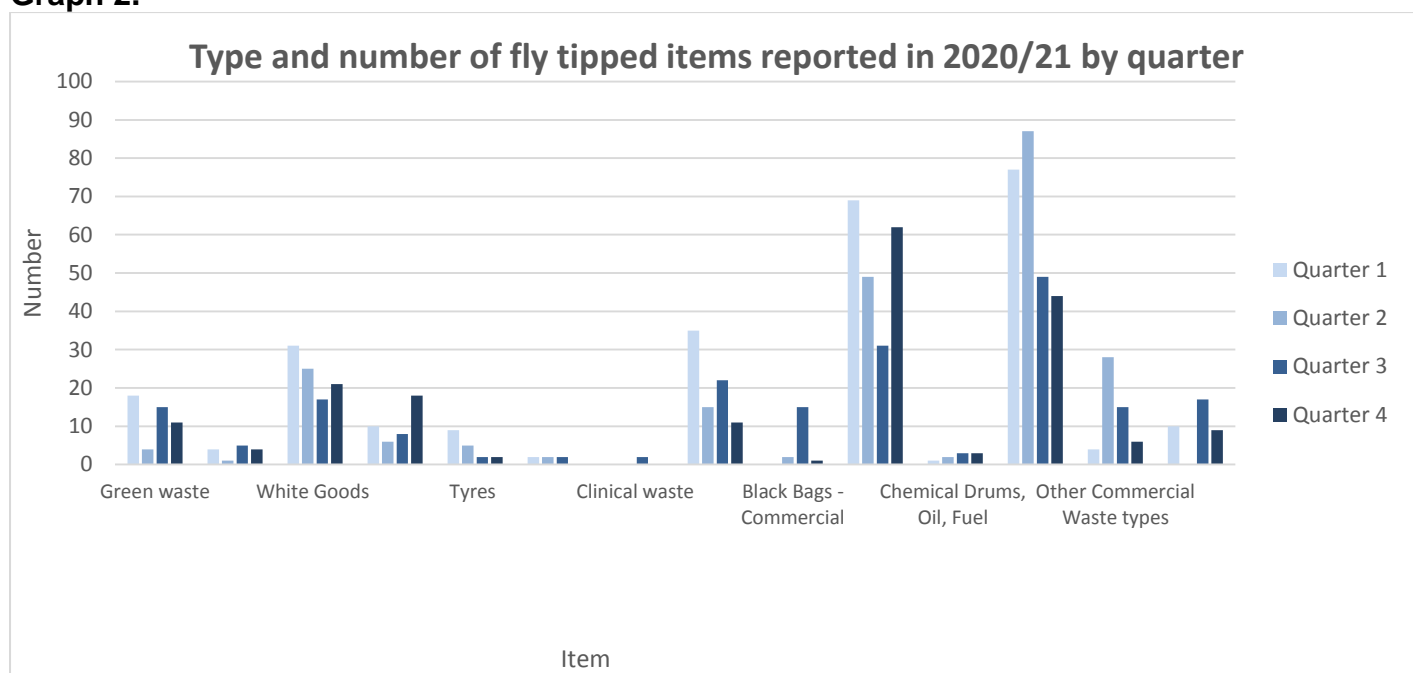
**Graph 1.**





However even with free bulky waste collections and bagged waste during the campaign, Quarter 4 in 2021 saw an increase in the number of fly tipping reports for these types of waste when compared to the previous quarters, see Graph 2 below.

**Graph 2.**



Even with the campaign, bulky items and white goods are still dominant in the top five categories for fly tipped waste and have been for the past 3 financial years across the District, please see Table 5 below.

**Table 5.**

Year	Prevalence of fly tipped waste
2020/21	<ol style="list-style-type: none"> <li>1. Black Bagged, Household Waste.</li> <li>2. Bulky Household Waste (Sofas, mattresses, furniture).</li> <li>3. White Goods.</li> <li>4. Construction / Demolition.</li> <li>5. Green Incidents (Cannabis Plant, tree cuttings etc).</li> </ol>
2019/20	<ol style="list-style-type: none"> <li>1. Bulky Household Waste (Sofas, mattresses, furniture).</li> <li>2. Black Bagged, Household Waste.</li> <li>3. White Goods.</li> <li>4. Black Bags Commercial.</li> <li>5. Construction / Demolition.</li> </ol>
2018/19	<ol style="list-style-type: none"> <li>1. Bulky Household Waste (Sofas, mattresses, furniture)</li> <li>2. Black Bagged, Household Waste.</li> <li>3. White Goods.</li> <li>4. Construction / Demolition.</li> <li>5. Other Commercial Waste Incidents.</li> </ol>

## Differences in Areas: Property Requests

While the number of properties using the BIG Spring clean in 2021 reduced across the District by under 16% when compared to the previous year's campaign, the demand from the Hucknall area almost remained unaffected, see Table 6 below.

**Table 6.**

	2019	2020	2021
Sutton	1,412	1,744	1,565
Kirkby	757	1,057	853
Hucknall	470	966	960
Rurals	303	523	326
Totals	2,942	4,290 (31.42%)	3,704 (-13.66%)

The number of properties accessing the free bulky waste collections during the campaign has been broken down by Ward to show the demand per community, see Table 7 below. The greatest demand in 2021 being the Leamington Ward in Sutton in Ashfield.

**Table 7.**

Area	Ward	% of BIG Spring Clean Users
Sutton in Ashfield	Leamington	10.59%
Kirkby in Ashfield	Abbey Hill	9.47%
Sutton in Ashfield	Carsic	8.88%
Sutton in Ashfield	Stanton Hill & Teversal	7.47%
Kirkby in Ashfield	Summit	6.75%
Rurals	Jacksdale	6.73%
Hucknall	Hucknall West	6.58%
Sutton in Ashfield	Skegby	6.56%
Sutton in Ashfield	Central and New Cross	6.51%
Sutton in Ashfield	Sutton Junction & Harlow Wood	6.45%
Kirkby in Ashfield	Larwood	6.10%
Sutton in Ashfield	Huthwaite & Brierley	5.98%
Hucknall	Hucknall South	5.95%
Sutton in Ashfield	Ashfields	5.38%
Kirkby in Ashfield	Annesley and Kirkby Woodhouse	5.34%
Rurals	Selston	5.24%
Hucknall	Hucknall North	5.21%
Hucknall	Hucknall Central	4.69%
Sutton in Ashfield	St Marys	4.66%
Rurals	Underwood	4.38%
Sutton in Ashfield	The Dales	4.34%
Kirkby in Ashfield	Kirkby Cross & Portland	4.12%
Kirkby in Ashfield	Kingsway	2.67%

The type of housing that took advantage of the campaign is listed below, nearly half of the requests coming from semi-detached housing: -

48% of requests originate from semi-detached housing.

26% of requests originate from terraced housing.

21% of requests originate from detached housing.

5% of requests originate from flats.

1% originates from care homes and other dwellings

### Number of items collected per property

The number of items collected per property during the campaign in 2021 can be seen in Table 8. below. It shows that the largest number of requests received was for 1 item, with residents restricted to just 3 items for collection and 1 request through the campaign. However as the table below illustrates, some properties accessed the free collections more than once, with some having up to 7 items collected.

**Table 8.**

Number of items collected	Number of properties	% of those using the service
1	1764	45%
2	1361	35%
3	686	18%
4	73	2%
5	21	1%
6	13	0%
7	2	0%

### Ashfield's overall Recycling performance

While COVID has created extra household waste due to school closures and home working, Ashfield's recycling figure was well below its 45% figure that was reached in 2016/17, see Table 9. below. While the figure rose slightly in 2020/21 compared to the previous two years, it does appear to have plateaued out.

**Table 9.**

	2016/17	2017/18	2018/19	2019/20	2020/21
<b>Total tonnage</b>	46,636	45,418	43,673	43,463	50,349
<b>% of Waste Recycled</b>	<b>45.32%</b>	<b>40.96%</b>	<b>36.35%</b>	<b>37.75%</b>	<b>37.87%</b>

## **New Cross Day of Action**

On the 25<sup>th</sup> March 2021 a day of action took place across the New Cross area of Sutton in Ashfield. The highly visible operation included staff from across Ashfield District Council who came together to improve the local environment following concerns from local residents.

The day focused on education, enforcement and improving the physical environment of the area, including an unadopted lane to the rear of Outram Street. While the lane is unadopted, the Council receives a large number of complaints about anti-social behaviour, dog fouling and fly tipping in respect of this location. Local residents have become increasingly frustrated with the perceived lack of action being taken by the Council.

The Council could have chosen to focus on taking action against those who are responsible for maintaining the lane, however this would have involved a significant amount of administration and time, which likely would not have addressed the complaints or delivered a long term improvement. Therefore a decision was taken to improve the lane, removing fly tipped material and levelling of the surface of the lane itself. Visits were also made to the businesses on the lane to ensure they were also managing their land and waste correctly. Work continues to take place to ensure that there is a lasting, long term improvement to the lane and neighbouring area.

## **BIG Spring Clean 2022 and proposals for future campaigns**

While the offer of providing free bulky collections during the campaign is well received increasing numbers of households are now relying on the campaign to help manage their waste. In some cases, householders are hoarding items on their property in readiness for the next BIG spring clean.

Fly tipping is reducing in Ashfield, even during COVID when other Local Authorities have seen huge increases, showing the recent campaigns are working. Therefore, the approach taken in supporting residents in managing and disposing of bulky waste is having a positive effect, but the plateauing of our recycling performance indicates that a new approach is needed.

**It is therefore proposed** that the BIG Spring Clean 2022 is refocused on Communities and the Environment, using the campaign to tackle known grot spots and those areas that need some care and attention. The core message being on empowering Communities through education to maintain and feel pride in their local area, building on the day of action in New Cross. The innovative would be led by the Council's Community engagement team and supported by Neighbourhoods and Environment Service. Consultation would take place in Autumn to identify those areas that would be concentrated on, with the Council incorporating the work, over a 4 week period, into its planned programme of works, supporting volunteers with equipment and resources as well with items donated by third parties.

**In addition, it is proposed that the following activities would take place:-**

1. Collection of bagged waste (up to three sacks) during the campaign.
2. Flying skips taking place through targeted campaigns, in 2021 in late summer and autumn. A further review will take place on bulky collections that will allow residents to access free collections throughout the year rather than just being through the BIG Spring Clean campaign.
3. Education through littering picking, supporting every School in the District during the event and throughout the year, including on 'Ashfield Environment days'. These days will focus on engaging and inspiring both residents and business, using a mixture of education and

enforcement to create awareness on how their actions impact our environment, both locally and globally.

4. Wormeries to infant and junior schools to start engagement on food waste as we move to implementing food waste collections. Working to offer discounted composting bins and wormers to all residents.
5. The seeding of our first Bee Superhighway along the Teversal trail

The Bee Superhighway will create 'stepping-stones' and linkages between existing habitats through the creation of new Wildflower areas, improved pollinator friendly planting.

6. The seeding of our new wildflower beds throughout the District

To reduce our impact on the environment through mowing, residents would be consulted on where these should be planted in Autumn, with volunteers and schools offered the opportunity to help create them during the BIG Spring Clean 2022.

## **Implications**

### **Corporate Plan:**

The BIG Ashfield Spring Clean has proved to be an effective way of helping residents dispose of their additional waste and engage in supporting the clean-up effort in their communities. It has enabled businesses to participate in civic events and promoted good environmental behaviours. This along with tackling environmental crime has been established as an ongoing priority in the Council's Corporate Plan in the Cleaner and Greener and Safer and Stronger priority themes.

The proposals put forward in this report continue to support residents in disposing of their waste correctly and supporting communities in improving their local areas. The proposals also facilitate a greater engagement with community groups post Covid to promote neighbourhood self help.

### **Legal:**

There are no legal issues identified in the report.

### **Finance:**

<b>Budget Area</b>	<b>Implication</b>
General Fund – Revenue Budget	The revised BIG Spring Clean will be trailed in 2022 and it is anticipated that the cost will be contained within the existing budget. If there are any significant finance implications following the review of bulky waste collections a further paper will be brought to Cabinet.
General Fund – Capital Programme	n/a
Housing Revenue Account – Revenue Budget	n/a
Housing Revenue Account – Capital Programme	n/a

**Risk:**

Risk	Mitigation
The loss of income from bulky collections cannot be recovered	A review of how bulky waste is collected will be taking place to ensure that resources are used efficiently. While not part of the paper, this review is expected to identify ways of reducing the cost of the service, while improving the quality of service to residents by reducing the time it takes to collect items once a request as been made.
No or an insufficient number of areas are identified that need action	Areas will be identified by officers to ensure that work takes place over the 4 weeks and the campaign is a success
Too many areas are identified as needing action	Depending on the level of demand, areas will be prioritised based on number of requests and discussions with local Councillor's and the Executive. However, wherever possible, support would be offered outside the 4 weeks. Any areas not taken forward in 2022 could be planned for subsequent years.
Lack of volunteers	The Waste and Environment team will plan their work around the 4 weeks of the BIG Spring Clean 2022 to ensure that works can take place and the objectives of the campaign are met.

**Human Resources:**

There are no implications for this report.

**Equalities:**

An Equalities Impact Assessment Screening Form has been completed. There are no significant equality related issues identified.

**Other Implications:**

n/a

**Reason(s) for Urgency**

N/A

**Reason(s) for Exemption**

N/A

**Background Papers**

Cabinet Report 15<sup>th</sup> September 2020 - BIG Ashfield Spring Clean 2020 – Performance Report

**Report Author and Contact Officer**

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**01623 450000**

<b>Report To:</b>	<b>CABINET</b>	<b>Date:</b>	<b>19 JULY 2021</b>
<b>Heading:</b>	<b>SUCCESSFUL APPLICATION TO THE INFRASTRUCTURE SOLUTIONS FOR ZERO EMISSION VEHICLES COMPETITION</b>		
<b>Portfolio Holder:</b>	<b>CLLR SAMANTHA DEAKIN, PARKS, TOWN CENTRES AND NEIGHBOURHOOD SERVICES</b>		
<b>Ward/s:</b>	<b>ALL WARDS</b>		
<b>Key Decision:</b>	<b>NO</b>		
<b>Subject to Call-In:</b>	<b>NO</b>		

## **Purpose of Report**

To notify Cabinet of the successful application to the Infrastructure Solutions for Zero Emission Vehicles competition funded by the Office for Zero Emission Vehicles (OZEV) in partnership with Innovate UK.

This paper outlines the background and what it means for Ashfield District Council following its successful application to the Infrastructure Solutions for Zero Emission Vehicles competition, specifically on an integrated platform for Electric Vehicle (EV) fleet transition.

## **Recommendation(s)**

- 1) Cabinet recommends acceptance of the funding of £10,391.**

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

The project will support the Council's objective within its Corporate Plan to reduce the carbon footprint from its own operations. As well as funding to help trial a vehicle it will also help provide the necessary infrastructure needed to allow the Council to electrify its fleet.

## **Alternative Options Considered**

The Council could have chosen to not go ahead with the bid and can still reject the offer of funding, however this has been rejected as the project poses little risk to the Authority, both financially and reputationally. **Not recommended.**

## **Detailed Information**

### **Background**

Ashfield District Council received notification that its joint application to the Infrastructure Solutions for Zero Emission Vehicles competition had been successful.

The Office for Zero Emission Vehicles (OZEV), in partnership with Innovate UK, works across government to support the transition to zero emission vehicles (ZEVs). They provide support for the take-up of plug in vehicles, as well as funding to support the rollout of charge-point infrastructure across the UK. Innovate UK is part of UK Research and Innovation which is investing up to £25 million in the best game-changing and commercially viable innovative ideas.

The project partners are Cleanergy EV Ltd, DG:Cities, Royal Borough of Greenwich and Nottingham City Council, with Ashfield District Council w receiving £10,391.

Cleanergy is a rapidly growing Wales-based sustainable energy company and is the lead organisation for the project. They focus on product development and implementation. DG:Cities, an arm length organisation set up by the Royal Borough of Greenwich whose role will be to support the project in stakeholder engagement and trial delivery/evaluation, while Ashfield and the other Local Authorities will act as client-testers for the product.

The aim of the project is to provide a single system that enables EV fleet management to account for vehicle data (e.g. charge levels) as well as vehicle allocation and task scheduling to drivers. This system will allow fleet managers to do the following two things for the first time:

- Assign vehicles to tasks based on current charge levels and expected consumption
- Assign EV chargers to vehicles (at the depot or off-site), based on charger speed and grid availability as well as upcoming tasks for the next days.

The project will supplement the work that has already taken place with Nottingham City Council's 'Go ultralow Nottingham' scheme and BP Chargemaster, which saw Ashfield install four vehicle charging stations at Piggins Croft Hucknall, Urban Road Kirkby, New Street Sutton and Kings Mill reservoir Sutton.

### **What does this mean for Ashfield?**

As well as receiving funding to hire a fully electric transit size vehicle for the duration of the project (8 months), Ashfield will receive and retain a new charge point at the Council's Sutton depot, along with the telematic devices that will be purchased as part of the project.

Ashfield will also receive support to fully review and analyse its current fleet to understand its environmental performance and what reduction in CO2 emissions could be achieved through rapid electrification. It will also identify barriers and then find the necessary solutions to help support Ashfield's move to a low emission fleet ahead of other neighbouring Districts. If the Authority went out for this support separately the cost would be over £13,000 for this support alone, however there will be significant benefits to working with the Partners through shared expertise and knowledge which would otherwise be unavailable to the Council.



## **Implications**

### **Corporate Plan:**

The project supports the Council's ambition to reduce its carbon footprint from its own operations, as part of its Cleaner and Greener vision.

### **Legal:**

There are no legal issues identified in the report, a further report will be completed on the acceptance of the collaboration agreement that is needed to allow for the project to commence. Legal services will provide support and advice in relation to any agreements which need to be entered into.

### **Finance:**

<b>Budget Area</b>	<b>Implication</b>
General Fund – Revenue Budget	The project will require officer time, however this will be managed within existing approved staff budgets.
General Fund – Capital Programme	There are currently no direct financial implications – however, the project will support the lease of a suitable electric vehicle for the length of the project and a review will take place to explore if it is possible (and financially viable) to extend the lease, replacing fossil fuelled vehicles.
Housing Revenue Account – Revenue Budget	n/a
Housing Revenue Account – Capital Programme	n/a

### **Risk:**

<b>Risk</b>	<b>Mitigation</b>
Unable to find a suitable location for a charging unit	The depot has a number of areas that can be used to locate a charging unit as well as a dedicated car parking space
The electric vehicle is unsuitable	Ashfield District Council uses a wide range of vehicles across its services. A number of roles have already been identified for this vehicle that will ensure that it's fully trialled.

### **Human Resources:**

There are no implications for this report.

### **Equalities:**

There are no implications for this report.

### **Other Implications:**

A media statement will be made following approval of this report and will form the basis of future press and social media campaigns.

**Reason(s) for Urgency**

*Not applicable*

**Reason(s) for Exemption**

*Not applicable*

**Background Papers**

*Not applicable*

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