

<b>Report To:</b>	<b>OVERVIEW AND SCRUTINY</b>
<b>Date:</b>	<b>17 FEBRUARY 2022</b>
<b>Heading:</b>	<b>CORPORATE PLAN 2021/22 - PROGRESS UPDATE</b>
<b>Portfolio Holder:</b>	<b>COUNCILLOR JASON ZADROZNY, LEADER OF THE COUNCIL</b>
<b>Ward/s:</b>	<b>ALL</b>
<b>Key Decision:</b>	<b>YES</b>
<b>Subject to Call-In:</b>	<b>YES</b>

### **Purpose of Report**

This report presents to Overview and Scrutiny Committee the progress updates in regard to delivery of the Corporate Plan and our Corporate Priorities and the Quarter 2, April to September 2021 out-turn performance position against the associated Corporate Performance Scorecard.

### **Recommendation(s)**

- 1. For Overview and Scrutiny Committee to consider and proactively review the levels of delivery achieved against the Corporate Plan Priorities to date.**
- 2. For Overview and Scrutiny Committee to consider and proactively review the levels of performance achieved against the Corporate Scorecard as at Quarter 2, 2021/22.**
- 3. For Overview and Scrutiny Committee to note the significant levels of continued service provision to date, despite the impacts of the pandemic.**

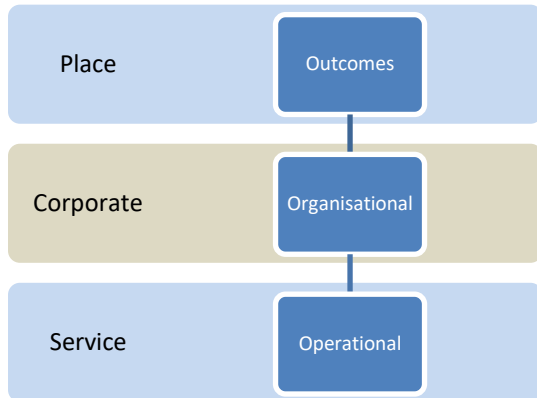
### **Reasons for Recommendation(s)**

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

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

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

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



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

We are a Values based organisation whose purpose is to create a future where everyone has the chance of a better quality of life, as such we have also successfully developed our approach to measuring and understanding social value, and this has been incorporated into our Performance Management, Project Management and Procurement frameworks. A Social Value Policy was approved by Cabinet in 2020.

## **Alternative Options Considered**

None

## **Detailed Information**

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

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

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

The Corporate Plan has been reviewed in light of the second year's progress and performance outturn, and also significant factors impacting upon the Council such as the COVID pandemic. The plan was refreshed in June 2021 to ensure alignment to the Council's future ambitions and Corporate Priorities for the four year period of the plan (2019-2023).

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

This report details progress against delivery of the Corporate Plan, for the period April to September 2021, as measured through our Corporate Scorecard and Corporate Performance Framework. The report also details any relevant quarter 3 updates (October to December) which relate to the continued delivery of services through the pandemic and our support to residents and businesses in Ashfield.

It should be noted that Ashfield continues to be the only local authority in Nottinghamshire that has delivered all tier 1 and 2 critical services without interruption throughout the whole pandemic to date. The whole organisation continues to work effectively together as one Council, re-deploying staff into important roles outside of their normal duties to ensure continuance of service.

It should also be noted that, despite the pandemic, the organisation has also delivered additional services, above and beyond standard service levels, continuing to support residents and businesses in Ashfield.

Despite the impacts of the pandemic, overall, the corporate scorecard position for April to September 2021 indicates the following positive position:-

- 75% of measures achieving or exceeding target, or within 10% variance of target.
- 81% of measures indicating an improved position compared to the same period in the previous year, or within 5% of previous year's performance levels.

We are pleased with Corporate Plan key successes delivered within the 2021/22 year and to date:-

### **Health and Happiness**

- Four cinema events were delivered over the summer on the main parks which were well attended with afternoon and evening shows. Remembrance events supported in the three town, Christmas festivals delivered successfully in Kirkby and Hucknall, with c.3,000 attendance in Hucknall. Sutton switch-on was a small event due to the weather.
- Two Food and Drink festivals took place in Hucknall in September and November with over 3,000 in attendance at each.
- Ashfield Arts Festival supported - online event this year, with expansion planned for next year. Working in partnership with First Art and educational partnership Captivate.
- Better Care Fund (BCF) expenditure on Disabled Facilities Grants (DFG's) remains on track for the year. Good flow of referrals and DFG Team catching up on backlog post lockdown.
- Aids and Adaptations Policy review complete to improve opportunities to retain independence
- Delivery of Kirkby Leisure Centre is on track and budget - roofing works to the main sports hall are complete, concrete pool surround is now 75% cast

- Leisure Transformation Programme - Significant investment in Hucknall Leisure Centre, in addition to the gym and front of house developments, 3 new exercise studios, health and wellbeing room, and meeting room are now complete. As part of the Hucknall Swimming Pool Extension, Everyone Active are currently completing the Wet Change upgrade works. These will be complete in the new year. Also, significant investment in Lammas Leisure Centre, the gym, spinning room, café and lighting installation above the learner pool are now complete. The bowls hall has reopened. The Active TAG arena has opened and upgrade the ice rink and plant which will conclude in January 2022.
- A new Active Communities Plan has been developed in line with the Be Healthy, Be Happy Strategy objectives. The Health Hubs at Lammas and Hucknall Leisure Centre are open, with a variety of sessions running for people living with Dementia, Parkinson's and Autism for example. Nottinghamshire Independent Domestic Abuse Service (NIDAS) and the Social Prescribers are also using these spaces to support their user groups. Everyone Active are supporting the Holiday Activities and Food programme and Feel-Good Families. 14 Care Leavers are accessing free memberships (gym, swim and classes). We are now able to assess the rolling value of the leisure facilities in terms of meeting social value objectives such as GP reduced visits, hospital admissions, cancer, diabetes, education attainment and crime prevention. The latest quarterly analysis, July to September 2021, indicates a rolling value of £3,167,280 in social value.
- There were 267,898 attendances in our 3 leisure centres in Q2, a cumulative total of 447,597 from April to September, which shows significant improvement when compared to our 2018-19 attendances (306,420). Memberships are now exceeding those for 2018-19, which was the last full year not impacted by the Pandemic. Swimming lessons as a percentage of recovery against pre-pandemic levels are at an average of 121% across the two sites. Some activities remain restricted because of Covid safety measures (health hubs only recently reopened and exercise referral was re-introduced), and on-going capital works have meant that some activities haven't been available (e.g. sports hall activity at Hucknall, Ice at Lammas).
- Welfare and money management advice/support for residents – the Council is assisting Nottinghamshire County Council with referrals to the Household Support Fund, ensuring that vulnerable residents access support to food, utility vouchers and other essential household items. As at 10<sup>th</sup> January, 2022, £42526 has been allocated in food grant support and £30430 in energy grant support, which is the highest performing allocations made in the county area.

**There has been significant investment in Hucknall and Lammas Leisure Centres, with further improvements to be completed in the New Year**

## Homes and Housing

- After a difficult start to the year, void relets are continuing to show improved performance, following the impact of the pandemic, reducing from 32.4 days (April to September 2020) to 28 days (April to September 2021). High level of repairs on void properties alongside a lack of trades operatives has been problematic. Covid concerns and difficult to let sheltered bedsits have hindered the lettings team.
- Progress has continued to be made this year on developing agile ways of working (Housing Management and Tenancy Services Section). The number of visits undertaken by officers is increasing. Work is underway on introducing case management on Total Mobile for the Tenancy/Estates team to enable them to record incoming work and manage cases more effectively. This will enable the team to respond to customers much more effectively. Laptops and tablets are being fully utilised for real time updates whilst working out on site.

- Review of land and assets complete and pipeline affordable housing development programme in place. There is an ongoing review of garage sites in readiness for disposal.
  - Review of the Councils Disabled Facilities Grant and Aids and Adaptations policy is now complete
  - Agreed Homelessness Strategy Action plan for next 2 years. Work and interventions ongoing
  - The pre-tenancy process now provided by the Money Management Advice Team has been reviewed to strengthen affordability checks and encourage a 'rent first' culture.

**Affordable housing development programme now in place in respect of properties to rent. 8 sites now in progress - total of 46 properties. Cabinet approval has also been given to develop a further circa 70 units over 3 further sites**

- Homes made available under the Next Steps Accommodation Programme (NSAP) are now occupied and we are working with Framework to deliver the next batch of homes for former rough sleepers. In addition, extra units of supported housing have been made available this year through the YMCA via Rough Sleeper Initiative (RSI) funding
- New property standards have been implemented in order to meet new electrical regulations.
- Following the introduction of the Social Housing White Paper, multiple sections of the Council are working to ensure that the necessary compliance is in place to meet the new standards and regulations coming to force for the Council's social housing stock.

## **Economic Growth and Place**

- A brief has been issued to consultants to develop and prepare a bid for Hucknall to the Levelling Up Fund which is due to open for applications in Spring 2022. A Members engagement event is planned for mid-January
- Draft Hucknall Town Centre Masterplan is being revisited which includes a workshop with Hucknall Members. It is intended that the masterplan will be brought to Cabinet in March.
- The latest Winter business support directory has been developed; this contains further improvements including a business news section
- A business ambassador and business leaders networking event has been developed with Discover Ashfield and the first event was held on 30th November, 2021 very successfully
- The skills strategy has been produced in draft and various presentations have been made to DWP, CLT and Discover Ashfield. In January it will be presented to Leadership with a report to Cabinet in February 2022. A memorandum of understanding is being developed and targets are to be agreed with partners that can monitor the effectiveness of the strategy in the future.
- Work is still going well in respect of the economic recovery plan. We have achieved a great deal of intelligence gathering. Monitoring the evolving effects of covid and economic change is taking place, we are engaging with partners at regular catch-up meetings, and we are accelerating key projects.

**Delivery of the Towns Fund and Future High Streets programmes is progressing with the Enterprising Ashfield scheme approved by government for delivery and starting in the New Year. The programme, delivered by Nottingham Trent University provides specialist advice, support and grants to businesses and entrepreneurs. Business cases for the Portland Square and Visitor Digital projects are undergoing the local assurance process and will be submitted to government in mid-January.**

- The Maid Marian Line Restoring Your Railways Bid was submitted on time. A visit by some of the panel members was facilitated. Currently awaiting the outcome of the bid which is expected in the New Year.
- We are continuing to promote and increase knowledge of Discover Ashfield. All events and initiatives through the Welcome Back Fund have been promoted in conjunction with Discover Ashfield
- HS2 is leading to some uncertainty with partners in the area. The electrification of the existing railway corridors is welcomed, and it is hoped that further emphasis and importance will be given to the Maid Marian Line. It is unclear as to what funding will be provided.
- Work continues to progress with some significant interest in proposals around Junction 27 and Sutton Parkway. M1 corridor, Maid Marian Line and other key transport nodes a clear part of the emerging vision for Ashfield.
- Good progress has been made this year on dilapidated buildings. The roof is nearly on Annesley Hall. Stoneyford Road has planning approval and the historic wall is to be rebuilt as well as 47 new well-designed properties. Court cases on land adjacent to Albert Street are listed for February. Some site developments are nearing completion such as Black Orchid. Notices have been served on Romans in Hucknall to get the site cleared. Positive progress is now being facilitated by the Council in regard to the former Coop Bagthorpe, following improvements to the visual appearance of the building there has now been planning permission granted to convert into a domestic dwelling. The Environmental Health Team have also worked with the County estates department to bring the former fishing tackle shop Hucknall to the market where it was eventually sold and works completed to improve the appearance prior to successful auction on 30th September 2021. Planning permission has also been given for the former Bluebell, Sutton to convert to domestic dwellings.
- Planning performance remained above national standards for major and minor applications in the second quarter. However, Q3 is likely to see slippage for planning applications as the team are 50% down on staff. Recruitment has been partially successful and is ongoing for more senior posts.
- Environmental Health has continued to digest and implement all the latest requirements in relation to Covid. All businesses have been provided with further information in relation to Omicron.
- The team is working at pace to deliver food hygiene inspections and is likely to achieve the Government's target for this year having also achieved last year. The team prefers to deliver at a higher rate, but this has not been possible given resource and circumstance.
- The Environmental Health commercial team has been carrying significant vacancies; however, the team will have 4 new starters in January, 2022, with two remaining vacancies to be filled in the New Year.
- Licensing is also continuing as business as usual. New fees have been introduced and they will be reviewed to assess success at the end of the financial year. The Gambling policy has been reviewed and a new one-year taxi license also introduced. The team remain very busy.
- The Local Plan has been consulted on and achieved some very successful engagement with the community with over 1000 letters covering many aspects. The consultation responses are being assessed but the plan is on hold awaiting clarity from the Government as to their future approach on the standard housing methodology and the approach to green field sites. There will be an exploratory meeting with the Planning Inspectorate in January.

## Cleaner and Greener

Last month, the Department for Environment, Food and Rural Affairs reported that there has been a 16% increase nationwide in reported fly tipping during the pandemic. Ashfield District Council is breaking that trend, with a 20% reduction in fly tipping reports received this year compared with 2020.

- The six Green Flag Awards for the main parks were retained this year and small flag-raising ceremonies held at each of the sites.
- Implementation of the Green Spaces Programme has progressed well with works completed on the play provision and brook restoration at Titchfield Park, Hucknall.
- Works to provide a new play area were completed at Hornbeam Park in Kirkby and at Nuncargate Recreation Ground improvements

were undertaken to the play area, paths and entrances. A masterplan was developed for Selston Country Park following public consultation.

- Recycling rates for the period April to September 2021, are well above target with a 9% increase compared to the same period last year (43.9% compared to 40.32%)
- Works at Kings Mill Reservoir were also completed which included new car parking and footpath improvements. Phase 1 works to Huthwaite Welfare Park which include a new play area were completed in late 2021.
- The Planning Department continues to increase scrutiny of the green credentials of all new planning applications and paid enquiries. Difficult to progress too far in the absence of clear legislation.
- The Council's draft Climate Change Strategy continues to move through its consultation stages having been reviewed by CLT, Service Managers and Overview and Scrutiny. The targets remain challenging and reliant on external funding and technological development to achieve its full potential.
- The Council has successfully bid for funding under the Public Sector Decarbonisation Fund, the Green Homes Grant Phase 1B, the Green Homes Grant Phase 2, and is awaiting the outcome of a bid for funding under the Social Housing Decarbonisation Fund. Following the successful bid for Phase 1B, this, and other projects, are now at various stages of delivery. Such works will improve the thermal efficiency of buildings and/or reduce energy demand requirements thus assisting in the reduction of the District's carbon footprint and assisting in the reduction of fuel poverty.

## Safer and Stronger

- The Council responded to 4,215 reports of anti-social behaviour, neighbourhood nuisance and environmental crime reports between April 2021 and 1<sup>st</sup> December 2021.
- In April a Council and Police partnership initiative was implemented to provide high visibility reassurance in neighbourhoods, town centres and public spaces. Under Operation Springboard, targeted patrols take place every weekend which assists in obtaining local intelligence and taking positive action, resulting in the partnership successfully managing and tackling trends and emergency issues.
- A number of environmental crime action days have been undertaken to address fly tipping and waste on land resulting in 88 fines being issued, the highest recorded amount in the Council's history. This has contributed to a 20% reduction in fly tipping in comparison the previous yearly period.
- Safeguarding Champions have been introduced within the Council. Their role is to be departmental and cross council representatives assisting with providing advice and disseminating information across the Council.

- From 1st April 2021 to 14th September 2021, 99 referrals were made to MASH (Multi-Agency Safeguarding Hub) to safeguard vulnerable adults and children and protect them from further harm/abuse.
- In September, the Council and Police launched a dedicated partnership vulnerability programme (VASS) with a primary aim of reducing crime, anti-social behaviour and vulnerability through person centred interventions. A cohort of up to 15 adults are managed at any one time. Individuals on the cohort often have complex support needs and will be diverted away from criminality/exploitation through providing wrap around support.
- In October, following a successful consultation, audit and review a new Public Spaces Protection Order was approved, enabling the continuation of powers to tackle localised problems. The order also included a gating requirement, restricting public access between Bentinck and Welbeck Street, Sutton, the first implemented in the District.
- Throughout October an early intervention Halloween and Bonfire initiative: Operation Safekeep was co-ordinated to create awareness on fire safety and reducing on street ASB. The operation was highly successful with over 50 shops and off-licences visited and over 40 incidents being responded to.
- The Council, alongside partners and the OPCC was successful in securing £550,000 in October as part of the Safer Streets Quarter 3 Funding programme. The bid was the joint highest nationally which is being used to address longstanding community concerns relating to women's and girls' safety, violence, and the perception of crime in public spaces throughout Sutton.
- The Council, Police, Fire Service and health services have been delivering engagement events across the super output areas of the district building and fostering positive relationships to understand community need and assist them to become self-sustaining, through self-help and resident participation. Successful events have taken place in New Cross, a Dog Awareness Event was held on Sutton Lawn and at a partnership LBGTQ event in Kirkby.
- A refreshed CCTV policy and strategy was adopted in November to support the continued identification of criminality and anti-social behaviour.
- Complex Case Panels take place monthly in order to discuss escalating safeguarding scenarios. Through the development of risk management action plans, targeted interventions are undertaken to assist those who are vulnerable or considered at significant risk. The Complex Case Team and Panel have provided intensive support to 83 highly complex residents across five key life areas (Health, Housing, Community, Finances and Employment), 34 referrals have been reviewed at panel and 99 safeguarding and support referrals have been completed.
- Funding was secured in April to deliver domestic abuse awareness sessions across 20 primary schools. The programme includes a focus on healthy relationships and staff training.
- Between 25<sup>th</sup> November - 10<sup>th</sup> December, the White Ribbon Campaign and 16 days of activism were delivered, aimed at ending violence against women and girls, creating awareness and empowering survivors of domestic abuse to reach out and get support.

- 10 x Court Convictions, 9 x Court ASB Injunctions, 3 x Criminal Behaviour Orders and 2 x premise Closure Orders
- 26 x Notices Of Seeking Possession served,
- 41 x Tenancy Warnings,
- 58 x Prevention of Damage by Pests Notices served
- 296 x Community Protection Warnings & 48 x Community Protection Notices issued
- 61 x Direction to Move on Notice,
- 101 x PSPO breaches including urination, alcohol confiscations and dog control issues
- 545 Fly Tipping Investigations & 88 Fly Tipping Fines
- 547 x Letters before Action
- 83 Residents Intensively Supported
- 99 Safeguarding Referrals completed



## Innovate and Improve

- The continued review and implementation of changes to call handling has seen a further significant 22% reduction in the level of abandoned calls for the period April to September 2021, compared to the previous year, with the call abandoned rate out-turn at 2.9%, compared to April to September 2020 which was 3.71%. However, the overall average call waiting time across the organisation has increased slightly from 37 seconds to 45 seconds, however this performance is still at much lower rates than pre pandemic.
- Over 33,000 payments have been made online from April to September 2021, a significant increase of 9% compared to the same period last year and a third higher over the last 2 years since we implemented our new 'e-store', exceeding channel shift predictions. We are also continuing to see reductions in the use of costly paypoint and post office transactions, with a further 5% reduction compared to April to November of the previous year, however, it should be noted that there have been 20% increases in paypoint and post office transaction costs, therefore, increasing the importance of nudging further channel shift to less costly channels.
- Council tax and business rates collection rates, at September 2021, are improved compared to the same period last year and above target.
- The climate for the collection of rent continues to be challenging for the Income Team, due to the financial pressures being experienced by tenants, due to the removal of the £20 uplift in Universal Credit, utility bill rises, inflation, furlough and the impact of the pandemic. The typical year on year trend is that performance in this area declines at this stage of the financial year. Despite this, rent collection rates are slightly higher at end November 2021, compared to same period last year.
- Digital transformation – Further successful channel shift has been achieved because of the digital developments being undertaken in-house, which have to date focussed mainly on waste and environment transactional processes. From April to October 2021, compared to the same period in the previous year, since the introduction of in-house developed online forms, there has been a significant 17% reduction in telephone demands for waste and environment services. This relates to nearly 4,800 less calls over the period of April to October 2021 compared to the same period last year.

There have been a corresponding 3,712 online forms completed over the same period, 3,000 of which were through use of our in-house built forms. The use of these online forms/ features equates to 68% of the reduction in telephone demands in the waste and environment service over the same April to October 2021 period, which is a significant indication of the impact of our digital developments on shifting customer demand to less costly channels.

**We are now seeing initial signs of successful channel shift because of the digital developments being undertaken in-house**

**The new Customer Portal will be launched in the New Year, supported by a comprehensive publicity campaign, to facilitate further channel shift, and raise awareness of our modern, digital online features which will improve accessibility for customers.**

## **Area for improvement:-**

- The number of households prevented from becoming homeless has reduced compared to Q2 last year. Prevention numbers across the board from the Housing Options, Complex Case and Tenancy Sustainment Teams remain lower than pre pandemic levels which continues to have an impact. Tenancy Sustainment for example are receiving fewer referrals, in part due to fewer properties being let. Housing Options continue to be approached by customers at the point of homelessness and in crisis rather than at a point where preventative methods can be considered. A new officer is in post who will be looking at how we can engage earlier in the process. There are also significant issues with regard to 'move on' options. There is high demand on the Council's social housing and privately rented accommodation is becoming increasingly harder to access. Despite all the current challenges prevention figures remain high reflecting the hard work of all concerned and the target, set at a pre pandemic time, has only narrowly been missed.
- A number of additional housing permissions have been granted through the year via different routes but insufficient to significantly improve 5-year housing land supply.
- Sickness absence levels out-turn for April to September 2021 were slightly above target and an increase on 20/21- due to a combination of an increase in short term absence through increased transmission rates of non-covid ailments as social mixing in workplace and lifestyle has increased; partial reduction in immunity to common ailments and an increase in long term absence due to combination of deferred operations now being undertaken, long Covid absence, mental health and anxiety.
- There has been a decrease in the proportion of the workforce who are Young People as a direct impact of the pandemic through the reduction and suspension particularly of apprenticeship schemes due to closure of colleges, training providers and closure of facilities to assess students. It is expected that numbers will again start to increase as availability of apprenticeships, traineeships, graduate schemes are reinvigorated.

## **Implications**

### **Corporate Plan:**

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

It covers performance for the period April to September 2021 and where available includes more up to date performance/achievements. The Corporate Scorecard has been reviewed and refreshed to align with the refresh of the Corporate Plan and associated Corporate Priorities as a means of identifying their successful delivery.

### **Legal: [RD 10/01/2022]**

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

**Finance:** [PH 06/01/22].

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

**Risk:**

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

**Human Resources:**

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

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

**Environmental/Sustainability:**

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

**Equalities:**

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

**Other Implications:**

Not applicable

**Reason(s) for Urgency**

Not applicable

**Reason(s) for Exemption**

Not applicable

**Background Papers**

Not applicable

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