

# Public Document Pack

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Wednesday 12 June 2019



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To all Members of the Corporate Overview Group

Dear Councillor

A Meeting of the Corporate Overview Group will be held on Thursday, 20 June 2019 at 7.00 pm in the Council Chamber Area B, Rushcliffe Arena, Rugby Road, West Bridgford to consider the following items of business.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Sanjit Sull'.

Sanjit Sull  
Monitoring Officer

## AGENDA

1. Apologies for Absence
2. Declarations of Interest
3. Role and Remit Presentation

A presentation will be delivered by the Service Manager – Finance and Corporate Services.

4. Health and Safety Annual Report (Pages 1 - 8)

The report of the Executive Manager – Transformation and Operations is attached.

5. Implementation of Change

A verbal update will be provided by the Service Manager – Finance and Corporate Services.

6. Creation of Work Programmes (Pages 9 - 32)

The report of the Executive Manager – Finance and Corporate Services is attached.

7. Corporate Strategy 2019 - 2023 (Pages 33 - 54)

The report of the Executive Manager – Finance and Corporate Services is attached.

8. Finance and Performance Monitoring Q4 (Pages 55 - 92)

The report of the Executive Manager – Finance and Corporate Services is attached.

Membership

Chairman: Councillor T Combellack

Councillors: B Bansal, A Brennan, N Clarke, F Purdue-Horan, J Walker and J Wheeler

<b>Meeting Room Guidance</b>
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## **Corporate Overview Scrutiny Group**

**Thursday, 20 June 2019**

## **Health and Safety Annual Report**

### **Report of the Executive Manager –Transformation and Operations**

#### **1. Purpose of report**

- 1.1. Attached to this report is an abridged version of the Council's Health and Safety Annual Report which provides a summary of the Council's occupational health and safety performance during the period 1 April 2018 to end March 2019. The full version of the report is available on the Member's Extranet.
- 1.2. The Annual Report is structured in such a way as to reflect Health and Safety Executive guidance. It summarises the Council's health and safety policies, procedures and activities which have taken place over the last year. It also sets out training programmes delivered, provides numerical and statistical data and the proposed health and safety objectives for the year.
- 1.3. A powerpoint presentation will be delivered to Corporate Overview Group which will highlight the main points to consider within the report.

#### **2. Recommendation**

It is RECOMMENDED that that the Corporate Overview Group:

- a) considers the detailed information contained within the Annual Health and Safety Report,
- b) notes the significant progress made against the health and safety goals and objectives previously agreed by Corporate Governance Group for the financial year 2018/19; and
- c) endorses the proposed health and safety objectives for 2019/20 as set out in the report.

#### **3. Supporting Information**

See background report

#### **4. Risks and Uncertainties**

None

## **5. Implications**

### **5.1. Financial Implications**

5.1.1. There are no financial implications.

### **5.2. Legal Implications**

5.2.1. There are no legal implications.

### **5.3. Equalities Implications**

5.3.1. There are no equalities implications.

### **5.4. Section 17 of the Crime and Disorder Act 1998 Implications**

5.4.1. This report advises on the health and safety controls that have been implemented within the authority and does not have any negative implications on community safety

### **5.5. Other implications**

5.5.1. None

## **6. Link to Corporate Priorities**

- Maintaining and enhancing our residents' quality of life

<b>For more information contact:</b>	Kath Marriott Executive Manager - Transformation and Operations 0115 9148291 kmarriott@rushcliffe.gov.uk
<b>Background papers available for Inspection:</b>	Health and Safety Annual Report 2018/19 – full version available on the Extranet
<b>List of appendices:</b>	<b>Appendix 1</b> – Health and Safety Annual Report



## HEALTH AND SAFETY ANNUAL REPORT

April 2018 to end March 2019

### 1. INTRODUCTION

- 1.1 This annual report sets out the Council's occupational health and safety performance during the year 1 April 2018 to 31 March 2019. It provides a summary of the effectiveness and success of the health and safety control measures the Council has in place with evidence showing training delivered, progress towards meeting health and safety aims and objectives and the number of accidents recorded.

### 2. KEY ACTIVITIES

#### 2.1 Table of Staff Training

Course Subject	Number of Staff attended	% of those requiring training who have been trained
Health and safety Induction	40	100%
First aid refresher	2	100%
Evac Chair training	4	100%
Water Safety Awareness	4	80%
Mental Health First Aider	17	100%
Accident Investigation training	9	
Fire safety Training e-learning	36* (168 total)	77%
Display Screen Equipment e-learning	43* (207)	95%
Legionella awareness e-learning	18* (46)	96%
Asbestos awareness e-learning	28* (42)	89%
Manual handling e-learning	176*	81%

\* this figure shows the number trained in this 12 month period, the figure in brackets shows the cumulative total within the last three years.

## 2.2 Meetings of Health and Safety Groups

Meeting	Frequency of meetings	attendees
Corporate Health and Safety Group	Six monthly	Executive Management Team
Employee Health and Safety Group	Six monthly September 2018 April 2019	Executive Manager Transformation and Operations, Health and Safety Advisor, 8 work place representatives
Legionella, Asbestos and Tree Management Group	Twice yearly April 2018 October 2018	Executive Manager Transformation and Operations Relevant managers Health and Safety Advisor
Depot	Monthly team meetings	All collection teams

## 2.3 Occupational Health

	Attendance numbers Apr 17 to end March 18	Comment
Pre-employment medicals	45	All potential new employees are assessed through a pre-employment questionnaire at the time of job offer and prior to commencing their role with the Council
HGV Medical	1	Medical assessments as required for HGV drivers
DSE ergonomic assessment	2	External ergonomist completed as assessment of the employees desk and equipment due to health issues
Flu injections		November 2018

## 3. PROGRESS TOWARDS ACHIEVING HEALTH AND SAFETY GOALS

<b>Completion of low risk health and safety audits across the authority (last completed 2014/15)</b>	This was completed with 10 separate audits taking place across all service areas.
<b>Review policies that are greater than 3 years old</b>	There were 11 policies due to be reviewed in this 12 month period. 8 policies were successfully reviewed and updated. The outstanding 3 policies will be completed by end June 2019.

<b>Look at new standard for Gold award for Workplace Health and work towards achieving if appropriate</b>	The County Council's workplace health scheme has been under review for the last 2 years with the new version going live at the end of September 2018. The new gold award has been reviewed and a portfolio of evidence will be submitted by end June 2019.
<b>To audit Streetwise in two of its high risk areas to be determined</b>	An audit of Manual Handling activities took place in January 2019 there has been a delay in completing the second audit but this has been scheduled to commence 6 June and will cover Personal Protective Equipment.

#### 4. PERFORMANCE

##### 4.1 Accident report forms completed

Establishment figure head count	2011 /12	2012 /13	2013 /14	2014 /15	2015 /16	2016 /17	2017 /18	2018 /19
	370	358	340	338- 303*	291	285	275	266
Depot	38	45	34	19	24	18	15	10
Arena (Civic)	4	5	5	4	2	2	3	2
Community Contact Centre	0	1	1	1	1	1	0	0
Community Facilities	5	5	2	1	1	1	1	5
<b>Total</b>	<b>47</b>	<b>56</b>	<b>42</b>	<b>25</b>	<b>28</b>	<b>22</b>	<b>19</b>	<b>17</b>
<b>Incidence rate</b>	<b>127</b>	<b>156</b>	<b>123</b>	<b>73</b>	<b>96</b>	<b>77</b>	<b>69</b>	<b>64</b>

\*The establishment figure dropped from 338 to 303 from 1<sup>st</sup> September with the move of Streetwise.

##### 4.2 Accident Report Forms by type

	2011 /12	2012 /13	2013 /14	2014 /15	2015 /16	2016 /17	2017 /18	2018 /19
Struck by Moving Object	16	14	8	4	9	4	5	3
Strike against fixed object	7	6	5	1	5	6	2	1
Slip / Trip / Fall	12	26	9	11	4	5	9	5
Manual	8	6	12	6	8	7	3	3

Handling								
Animal attack (e.g. dog)	1	3	3	2	0	0	0	5
Other (Shock/Contact with liquids)	3	1	5	1	2	0	0	0
<b>Total</b>	<b>47</b>	<b>56</b>	<b>42</b>	<b>25</b>	<b>28</b>	<b>22</b>	<b>19</b>	<b>17</b>

#### 4.3 The number of employee days lost due to accidents

	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Number of days lost	36	166	38	102	262.5	77	161	99

#### 4.4 The following table shows the incident and injury type for those accidents which resulted in time lost

Incident Type	Injury type	Location	Time lost in days
Slip, trip, fall	Strained ankle	R2Go	3
Manual handling	Shoulder injury	R2Go	68**
Manual handling	Injury to elbow	R2Go	17
Slip, trip, fall	Bruised knee and elbow	R2GO	11
<b>Total</b>			<b>99</b>

\*\* these days off were as a result of an injury to an employee in May 2017. He returned to work but then has had an operation to the shoulder resulting in further absence as a result of the initial injury

#### 4.5 The number of RIDDOR injuries, illnesses and dangerous occurrences involving Council employees

2018 – 2019	3 RIDDOR reports
2017 – 2018	3 RIDDOR reports
2016 – 2017	4 RIDDOR reports
2015 – 2016	7 RIDDOR reports
2014 – 2015	3 RIDDOR reports

#### 4.6 Accidents to the public

	2011/ 12	2012/ 13	2013/ 14	2014/ 15	2015/ 16	2016/ 17	2017/ 18	2018/ 19
Member of Public	14	10	10	15	25	10	2	7
Contractor	0	0	0	1	1	0	0	0

### 5. LEISURE CENTRE FACILITY FIGURES

See table in Appendix 1

- 394 accidents to members of the public in this 12 month period
- This compares to 322 for 2017/18

### 6. CONCLUSION AND NEW OBJECTIVES

- 6.1 The information reported in relation to the management of health and safety indicates that figures for number of accidents is still decreasing which is very encouraging.
- 6.2 The figure for days absent from work as a result of an accident whilst at work has also decreased compared to the previous year, however this figure does fluctuate greatly from year to year. Within this 12 month period, only 3 of the accidents resulted in time off from work. As always, employees are encouraged to return to work and this can be helped by the use of the fit note process by the GP which allows employees to return to work earlier on phased return and/or with adaptations to duties.
- 6.3 A majority of the health and safety objectives set at the beginning of the financial year have been met, and all should be completed by end June 2019.
- 6.4 In order to ensure continuing development in health and safety policies and practice the following objectives have been determined for the forthcoming year. These objectives have been identified by giving due regard to the issues highlighted in the report.
- Audit Recycling2Go service including new Eastcroft Depot location – end March 2020
  - Audit Community Facilities buildings – end September 2019
  - Submission for Gold Award in Workplace Health – end July 2019
  - Centralise electronic storage of risk assessments – end August 2019
  - Chase none completions of mandatory H&S e-learning courses as recommended by RSM Audit – end August 2019
  - Support Streetwise Environmental on move to Bingham

# APPENDIX 1

Table of accident statistics for Leisure Centres 2018/19

	Apr 18	May 18	Jun 18	July 18	Aug 18	Sept 18	Oct 18	Nov 18	Dec 18	Jan 19	Feb 19	Mar 19	RIDDOR	Total Accidents Public	Total Staff	Total attendance figures
<b>East Leake</b>	3	5	3	3	2	4	5	5	7	3	6	1	1	<b>47</b>	0	208,383
<b>Bingham Leisure Centre</b>	10	8	6	10	6	5	14	2	2	0	6	10	1	<b>79</b>	0	311,687
<b>Cotgrave Leisure Centre</b>	12	16	9	12	14	7	7	15	8	8	6	10	0	<b>124</b>	0	224,788
<b>Rushcliffe Arena</b>	8	13	8	11	12	9	11	7	2	5	4	22	0	<b>112</b>	0	585,340
<b>Keyworth Leisure Centre</b>	4	1	0	2	3	4	3	3	1	2	1	8	0	<b>32</b>	0	116,385
<b>Total</b>	<b>37</b>	<b>43</b>	<b>26</b>	<b>38</b>	<b>37</b>	<b>29</b>	<b>40</b>	<b>32</b>	<b>20</b>	<b>18</b>	<b>23</b>	<b>51</b>	<b>2</b>	<b>394</b>		<b>1,446,583</b>



## **Corporate Overview Scrutiny Group**

**Thursday, 20 June 2019**

### **Creation of Work Programmes**

## **Report of the Executive Manager – Finance and Corporate Services**

### **1. Purpose of the report**

1.1 The terms of reference for the Corporate Overview Group accepted at Council in May 2019 clearly state that a key responsibility of this Group is to:

- Create and receive feedback on work programmes for the Growth and Development, Communities, and Governance Scrutiny Groups based on the Cabinet Forward Plan, Corporate Strategy, Medium Term Financial Strategy, Investment Strategy and Transformation Plan.

1.2 This report is intended as a guide to aid the discussion and development of the work programmes for the Council's Scrutiny Groups for the year 2019/20.

### **2. Recommendation**

It is recommended that the Corporate Overview Group:

- a) Agree the work programmes as presented in Appendix Two for the Corporate Overview and Governance Scrutiny groups.
- b) Agree which topics, outlined in Appendix Four, require scrutiny this year and construct key lines of enquiry for each.
- c) Populate and agree the work programmes for the Growth and Development, and Communities Scrutiny Groups in Appendix Five.

### **3. Reasons for Recommendation**

3.1 To fulfil the requirements of the terms of reference for the Corporate Overview Group.

### **4. Supporting Information**

4.1 In March 2019, Council adopted a new structure for scrutiny comprised of one Corporate Overview Group and three additional Scrutiny Groups focused on Growth and Development, Communities and Governance. The Corporate Overview Group is responsible for setting the work programmes for all

Scrutiny Groups based on the Cabinet Forward Plan, Corporate Strategy, Medium Term Financial Strategy, Investment Strategy and Transformation Plan. Links to these documents can be found at Appendix One.

- 4.2 This report sets out draft work programmes for both the Corporate Overview Group and Governance Scrutiny Group that are predominately based upon either legislative, regulatory or standing items. These are included at Appendix Two. The Corporate Overview Group is asked to agree these two work programmes. These programmes remain fluid throughout the year and can change if there is a good reason to amend any of the programmes.
- 4.3 Appendix Three contains potential items for scrutiny based on the above documents for discussion at the first meeting of the Corporate Overview Group. These have been assessed against the Scrutiny Matrix in advance of the meeting to aid and expedite the decision making process. Items such as the crematorium or the de-commissioning of the power station, where we know that there is more uncertainty (in terms of a project continuing or the timeline for commencing is some way off), have not been considered further at this stage. The information presented against each of these is not considered to be complete or exhaustive but should be taken as illustrative only i.e. to aid discussion and decision making. These are presented at Appendix Four. The Group is asked to be mindful of the resources required to prepare for and deliver informative scrutiny which allows members to gain an understanding of often complex subjects in a limited timeframe and question appropriately to be able to reach a conclusion. It is suggested, initially, as an outcome there is a focus on two main review areas for each of the Growth and Development, and Communities scrutiny groups; and, thereafter, develop a 'pipeline' of work for the respective groups. This will be challenging given the likely number of high priority topics to consider.
- 4.4 Having decided which topics require scrutiny this year and identified key lines of enquiry to guide officers, members of the Group are asked to discuss and agree the future work programme and populate the blank work programmes at Appendix Five for the Growth and Development, and Communities Scrutiny Groups.

## **5. Risks and Uncertainties**

There are no direct risks associated with this report.

### **Implications**

#### **6.1 Financial Implications**

There are no direct financial implications arising from the recommendations of this report.



## **6.2 Legal Implications**

There are no direct legal implications arising from the recommendations of this report.

## **6.3 Equalities Implications**

There are no direct equalities implications arising from the recommendations of this report.

## **6.4 Section 17 of the Crime and Disorder Act 1998 Implications**

There are no direct Section 17 implications arising from the recommendations of this report.

## **6.5 Other Implications**

None

## **6. Link to Corporate Priorities**

The construction and delivery of effective scrutiny work programmes will over time support each of the Council's Corporate Priorities.

## **8. Recommendation**

It is recommended that the Corporate Overview Group:

- a) Agree the work programmes as presented in Appendix Two for the Corporate Overview and Governance Scrutiny groups.
- b) Agree which topics, outlined in Appendix Four, require scrutiny this year and construct key lines of enquiry for each.
- c) Populate and agree the work programmes for the Growth and Development, and Communities Scrutiny Groups in Appendix Five.

<b>For more information contact:</b>	Peter Linfield Executive manager – Finance and Corporate Services 0115 9148439 plinfield@rushcliffe.gov.uk
<b>Background papers Available for Inspection:</b>	Scrutiny Review – Council 7 March 2019
<b>List of appendices (if any):</b>	<b>Appendix 1</b> – Document Links <b>Appendix 2</b> – Work Programme 2019-20 – Corporate Overview Group <b>Appendix 3</b> – Potential Items for 2019/20 Scrutiny Work Programmes <b>Appendix 4</b> – Scrutiny Matrix <b>Appendix 5</b> – Work Programmes

## Links

### ***Cabinet Forward Plan***

<https://democracy.rushcliffe.gov.uk/mgListPlans.aspx?RPId=137&RD=0>

### ***Corporate Strategy***

<https://www.rushcliffe.gov.uk/media/1rushcliffe/media/documents/pdf/aboutus/corporateinformation/Corporate%20Strategy%202016%20-2020.pdf> [new Corporate Strategy under development – features later on the agenda for Corporate Overview Group 20 June 2019]

### ***Medium Term Financial Strategy, Investment Strategy, Transformation Plan***

<https://democracy.rushcliffe.gov.uk/documents/s3748/Budget%20and%20Financial%20Strategy%20201920.pdf>

**Work Programme 2019-20 – Corporate Overview Group**

	Items / Reports
Thursday 20 June	<ul style="list-style-type: none"> <li>• Standing Items <ul style="list-style-type: none"> <li>○ Implementation of Change – Scrutiny</li> <li>○ Development of Scrutiny Group Work Programmes</li> <li>○ Financial and Performance Management</li> </ul> </li> <li>• Rolling Items <ul style="list-style-type: none"> <li>○ Corporate Strategy</li> <li>○ Health and Safety Annual Report</li> </ul> </li> </ul>
Thursday 3 September	<ul style="list-style-type: none"> <li>• Standing Items <ul style="list-style-type: none"> <li>○ Implementation of Change – Scrutiny</li> <li>○ Feedback from Scrutiny Group Chairmen</li> <li>○ Consideration of Scrutiny Group Work Programmes</li> <li>○ Consideration of Requests for Scrutiny from Councillors</li> <li>○ Financial and Performance Management</li> </ul> </li> <li>• Rolling Items <ul style="list-style-type: none"> <li>○ Customer Feedback Annual Report</li> </ul> </li> </ul>
Tuesday 19 November	<ul style="list-style-type: none"> <li>• Standing Items <ul style="list-style-type: none"> <li>○ Implementation of Change – Scrutiny</li> <li>○ Feedback from Scrutiny Group Chairmen</li> <li>○ Consideration of Scrutiny Group Work Programmes</li> <li>○ Consideration of Requests for Scrutiny from Councillors</li> <li>○ Financial and Performance Management</li> </ul> </li> <li>• Rolling Items <ul style="list-style-type: none"> <li>○ Diversity Annual Report</li> </ul> </li> </ul>
Thursday 25 February	<ul style="list-style-type: none"> <li>• Standing Items <ul style="list-style-type: none"> <li>○ Implementation of Change – Scrutiny</li> <li>○ Feedback from Scrutiny Group Chairmen</li> <li>○ Consideration of Scrutiny Group Work Programmes</li> <li>○ Consideration of Requests for Scrutiny from Councillors</li> <li>○ Financial and Performance Management</li> </ul> </li> <li>• Rolling Items <ul style="list-style-type: none"> <li>○ xx</li> </ul> </li> </ul>

**Draft Work Programme 2019-20 – Governance Scrutiny Group**

	Items / Reports
Tuesday 23 July	<ul style="list-style-type: none"> <li>• Statement of Accounts</li> <li>• Treasury Management Outturn</li> <li>• Fraud Annual Report</li> </ul>
Thursday 19 September	<ul style="list-style-type: none"> <li>• Internal Audit Progress Report Q1</li> <li>• Annual Audit Letter</li> </ul>
Tuesday 3 December	<ul style="list-style-type: none"> <li>• Internal Audit Progress Report Q2</li> <li>• Treasury Management – update</li> <li>• Risk Management</li> </ul>

Thursday 6 February	<ul style="list-style-type: none"> <li>• Internal Audit Progress Report Q3</li> <li>• Treasury Management Strategy</li> <li>• Internal Audit Strategy</li> <li>• External Audit Plan</li> <li>• Certification of Grants and Returns</li> </ul>
Thursday 13 May	<ul style="list-style-type: none"> <li>• Internal Audit Progress Report Q4</li> <li>• Internal Audit Annual Report</li> <li>• Risk Management</li> <li>• Annual Asset and Investment Strategy Report</li> <li>• Annual Governance Statement</li> </ul>

## Potential Items for 2019/20 Scrutiny Work Programmes

### Growth and Development

Topic	Observations
Economic development / business support offer	Considered potential topic for scrutiny during 2019/20 – see Appendix Four
Abbey Road and depot redevelopment	Considered potential topic for scrutiny during 2019/20 – see Appendix Four
Supporting and promoting economic vibrancy in towns and villages	Considered potential topic for scrutiny during 2019/20 – see Appendix Four
Customer service and digital transformation	Considered potential topic for scrutiny during 2019/20 – see Appendix Four
Bingham Leisure Centre	Will be the subject of a Cabinet-led working group during 2019/20 and further scrutiny is deemed unnecessary at this stage
Delivery of strategic sites	Fluid situation – not a suitable topic for scrutiny in 2019/20
HS2 and development corporation	Fluid situation – not a suitable topic for scrutiny in 2019/20
Infrastructure Development (Employment sites, A52, Poacher Line and Tram Extension)	Fluid situation – not a suitable topic for scrutiny in 2019/20
Oversight of Power Station	Fluid situation – not a suitable topic for scrutiny in 2019/20
Crematorium	Fluid situation – not a suitable topic for scrutiny in 2019/20

### Communities Potential Items

Topic	Observations
Carbon management plan development and review	Considered potential topic for scrutiny during 2019/20 – see Appendix Four
Community Partnership Review (Positive Futures, YouNG, RCVS)	Considered potential topic for scrutiny during 2019/20 – see Appendix Four
Health and Wellbeing (Future Health Infrastructure Provision)	No identified community need for scrutiny this year
National Waste Strategy	Fluid situation – not a suitable topic for scrutiny in 2019/20

**Topic:**

**Carbon management plan development**

At Council in March 2019, the following motion was proposed and accepted: *“In the light of the recent Intergovernmental Panel on Climate Change (IPCC) report, declaring a climate emergency, Rushcliffe Borough Council will evaluate the implications of the report and review its 2010 Carbon Management Plan. The review should be undertaken by a relevant scrutiny group, and their findings shall be considered by the Cabinet by no later than March 2020. This Council calls upon the designated scrutiny group to consider the Council setting a carbon neutral target to be achieved by 2030. The commitment to review and implement a refreshed target should also be integrated into the Council's commitment and leadership to parish councils, business and strategic partners, to deliver widespread carbon reductions across the borough. Rushcliffe Borough Council will continue to call on the Government to provide the necessary powers and resources to make local action on climate change easier.”*

This is also reflective of the commitments made in the emerging Corporate Strategy 2019-2023 under the Council's Quality of Life priority:

Protecting the Borough's environment by changing our policies and ways of working to protect our natural resources, and to implement infrastructure changes where they help our residents become more environmentally friendly

Initial questions to ask	
Why would we do this?	Committed to reviewing the 2010 Carbon Management Plan at Council in March 2019.
How does it link to the Council's Corporate Strategy?	Reflected in the emerging 2019-2023 Corporate Strategy under Quality of Life.
What tangible benefits could result for the community or our customers?	
What evidence is there to support the need for a review?	
What would we wish to achieve and why?	Achievement of a Carbon Neutral target by 2030 to be set by the Cabinet no later than March 2020. Rushcliffe doing its part to stall future climate change.
Are resources available to undertake a scrutiny exercise and will the work programme accommodate it?	The Council has committed to environmental projects in the Corporate Strategy and resourced appropriately – this topic is seen as complimentary to those works.

Reasons to reject the topic	
Is it covered by the terms of reference for a scrutiny group?	The terms of reference for the Communities Scrutiny Group specifically state the Group can: consider projects and initiatives to further the Council's efforts to protect the environment of the Borough and promote environmental sustainability to our residents.
Is it already being addressed?	The contribution of Councillors through the Scrutiny process is seen as being essential to the review of the Council's Carbon Management Plan and the setting of a Carbon Neutral target.
Is it part of a legal process?	No
Does it fall within the Council's complaints procedure?	No
Is it a staffing matter that would fall within the jurisdiction of the Head of Paid Service?	No
Is it unlikely to result in real or tangible improvements for local people?	No – current examples include the free trees scheme, refill Rushcliffe, and wider recycling facilities.
Is there sufficient capacity to support such a review?	Yes

Score	Importance	Impact
0	No evidence of links to Aims and Priorities	No potential benefits
1	No evidence of links to Aims and Priorities, but a subject of high public concern	Minor potential benefits affecting only one ward/ customer / client group
2	Some evidence of links, but indirect	Minor benefits to two groups / moderate benefits to one
3	Good evidence linking both Aims and Priorities	Moderate benefits to more than one group / substantial benefits to one
4	Strong evidence linking both, and has a high level of public concern	Substantial community-wide benefits



Importance	4			Priority Topic for Scrutiny	
	3				
	2				
	1				
		1	2	3	4
	Impact				

Outcome:

**Topic:****Community Partnership Review – Positive Futures**

The Council's contract with Positive Futures is due to expire in December 2020 and therefore a review of this programme is deemed timely in order to feed into a decision in October 2020.

Positive Futures, part of the Trent Bridge Community Trust, tackles social exclusion and anti-social behaviour in Cotgrave, Radcliffe on Trent, Bingham and Keyworth. The partnership takes a preventative approach to improving the attitude of young people towards school attendance, teachers and their behaviour before it escalates.

This is also reflective of the commitments made in the emerging Corporate Strategy 2019-2023 under the Council's Quality of Life priority:

Creating opportunities for young people to realise their potential

<b>Initial questions to ask</b>	
Why would we do this?	Rushcliffe has long supported projects that assist young people to realise their potential and to contribute to the local community
How does it link to the Council's Corporate Strategy?	Reflected in the emerging 2019-2023 Corporate Strategy under Quality of Life.
What tangible benefits could result for the community or our customers?	Continuation of the successful Positive Futures Partnership. Identification of areas where Positive Futures could contribute further.
What evidence is there to support the need for a review?	Partnership agreement is due to expire in December 2020.
What would we wish to achieve and why?	Ensuring the current partnership is delivering sound community outcomes and value for money. Continuation for the support to young people in the Borough.
Are resources available to undertake a scrutiny exercise and will the work programme accommodate it?	The Council has committed supporting young people in the emerging Corporate Strategy and resourced appropriately – this review is seen as key to delivering on this priority.

<b>Reasons to reject the topic</b>	
Is it covered by the terms of reference for a scrutiny group?	The terms of reference for the Communities Scrutiny Group specifically state the Group can:

	Reviewing the Council's partnerships to ensure that community needs are being met and the partnership is providing good value for money.
Is it already being addressed?	A review of this partnership could take place without member involvement but this would greatly dilute the process and may adversely affect the outcome.
Is it part of a legal process?	No
Does it fall within the Council's complaints procedure?	No
Is it a staffing matter that would fall within the jurisdiction of the Head of Paid Service?	No
Is it unlikely to result in real or tangible improvements for local people?	No – there is significant evidence of this partnership assisting young people within the Borough to realise their potential.
Is there sufficient capacity to support such a review?	Yes

Score	Importance	Impact
0	No evidence of links to Aims and Priorities	No potential benefits
1	No evidence of links to Aims and Priorities, but a subject of high public concern	Minor potential benefits affecting only one ward/ customer / client group
2	Some evidence of links, but indirect	Minor benefits to two groups / moderate benefits to one
3	Good evidence linking both Aims and Priorities	Moderate benefits to more than one group / substantial benefits to one
4	Strong evidence linking both, and has a high level of public concern	Substantial community-wide benefits

Importance	4	Priority Topic for Scrutiny			
	3				
	2				
	1				
		1	2	3	4
	Impact				

**Outcome:**

**Topic:****Economic Development / business support offer**

The Council has a long standing commitment to encouraging and supporting business growth within the Borough. The Rushcliffe Business Partnership ..... Our Economic Growth Team .... Considerable success in securing central government funding ... Something about focus on the development of employment sites within new developments and also business units for rent. And of course Growth Boards ...

This is also reflective of the commitments made in the emerging Corporate Strategy 2019-2023 under the Council's Sustainable Growth priority:

Bringing new business to the Borough and nurturing our existing businesses, helping them to grow and succeed

<b>Initial questions to ask</b>	
Why would we do this?	Opportunity to find out what the Economic Growth Team are doing to support business growth in the Borough
How does it link to the Council's Corporate Strategy?	Reflected in the emerging 2019-2023 Corporate Strategy under Sustainable Growth.
What tangible benefits could result for the community or our customers?	
What evidence is there to support the need for a review?	
What would we wish to achieve and why?	
Are resources available to undertake a scrutiny exercise and will the work programme accommodate it?	

<b>Reasons to reject the topic</b>	
Is it covered by the terms of reference for a scrutiny group?	The terms of reference for the Growth and Development Scrutiny Group specifically state the Group can: oversee significant projects contributing towards growth in the Borough to ensure deliverables are met and growth related outcomes achieved.
Is it already being addressed?	
Is it part of a legal process?	No
Does it fall within the Council's complaints	No

procedure?	
Is it a staffing matter that would fall within the jurisdiction of the Head of Paid Service?	No
Is it unlikely to result in real or tangible improvements for local people?	
Is there sufficient capacity to support such a review?	Yes

Score	Importance	Impact
0	No evidence of links to Aims and Priorities	No potential benefits
1	No evidence of links to Aims and Priorities, but a subject of high public concern	Minor potential benefits affecting only one ward/ customer / client group
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Importance	4			Priority Topic for Scrutiny	
	3				
	2				
	1				
		1	2	3	4
	Impact				

**Outcome:**

**Topic:****Abbey Road and Depot Redevelopment**

Recycling2Go moved from Abbey Road Depot after xx years in May 2019 to pave the way for the Council to realise its ambition to change the use of this site which is in the centre of a residential area. Streetwise will be moving in September 2019. Council is in receipt of a £300k land release grant from central government; this needs to be spent by March 2020. Concept is for modular housing, large proportion of affordable homes, plan of how we are going to achieve that...

Included in emerging Corporate Strategy as a task for completion in 2019.

Identified in the transformation and Efficiency Plan 2019/20 to 2023-24.

<b>Initial questions to ask</b>	
Why would we do this?	To ensure the redevelopment of the Abbey Road site, its transformation from an industrial area to contemporary housing estate, is well managed and delivers the identified community outcomes.
How does it link to the Council's Corporate Strategy?	The vacation and clean up of the site is contained within the emerging Corporate Strategy as a task for 2019.
What tangible benefits could result for the community or our customers?	
What evidence is there to support the need for a review?	
What would we wish to achieve and why?	
Are resources available to undertake a scrutiny exercise and will the work programme accommodate it?	

<b>Reasons to reject the topic</b>	
Is it covered by the terms of reference for a scrutiny group?	The terms of reference for the Growth and Development Scrutiny Group specifically state the Group can: oversee significant projects contributing towards growth in the Borough to ensure deliverables are met and growth related outcomes achieved.
Is it already being addressed?	
Is it part of a legal process?	No

Does it fall within the Council's complaints procedure?	No
Is it a staffing matter that would fall within the jurisdiction of the Head of Paid Service?	No
Is it unlikely to result in real or tangible improvements for local people?	No – it would significantly improve the quality of life for residents living near Abbey Road.
Is there sufficient capacity to support such a review?	Yes

Score	Importance	Impact
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Importance	4			Priority Topic for Scrutiny	
	3				
	2				
	1				
		1	2	3	4
	Impact				

**Outcome:**



**Topic:****Supporting and promoting economic vibrancy in towns and villages**

Rushcliffe has long recognised the importance of economic vibrancy within all of our towns and villages. Keeping these welcoming, attractive and prosperous brings people together and fosters community spirit. It also provides a sound opportunity for small businesses and supports local trade. Promoting economic vibrancy is also a core element of the Borough Council's Growth Boards.

This is also reflective of the commitments made in the emerging Corporate Strategy 2019-2023 under the Council's Quality of Life priority:

Recognising opportunities to create vibrant town centres which are digitally enabled, attractive and accessible to all, and provide a pleasant retail experience

<b>Initial questions to ask</b>	
Why would we do this?	To learn about what the Council is doing to support and promote economic vibrancy in towns and villages, and to offer suggestions / challenge to this process.
How does it link to the Council's Corporate Strategy?	Reflected in the emerging 2019-2023 Corporate Strategy under Quality of Life.
What tangible benefits could result for the community or our customers?	
What evidence is there to support the need for a review?	
What would we wish to achieve and why?	
Are resources available to undertake a scrutiny exercise and will the work programme accommodate it?	

<b>Reasons to reject the topic</b>	
Is it covered by the terms of reference for a scrutiny group?	The terms of reference for the Growth and Development Scrutiny Group specifically state the Group can: consider projects and initiatives to promote economic vibrancy, local democracy and community leadership within local towns and villages contributing towards the overall Council goal of creating Great Place and Great Lifestyle.

Is it already being addressed?	
Is it part of a legal process?	No
Does it fall within the Council's complaints procedure?	No
Is it a staffing matter that would fall within the jurisdiction of the Head of Paid Service?	No
Is it unlikely to result in real or tangible improvements for local people?	No – town and village centres are at the heart of our local communities, efforts to ensure they remain vibrant will impact upon our residents' quality of life.
Is there sufficient capacity to support such a review?	Yes

Score	Importance	Impact
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Importance	4			Priority Topic for Scrutiny	
	3				
	2				
	1				
		1	2	3	4
Impact					

**Outcome:**

**Topic:****Customer service and digital transformation**

Each year, the Council sees xxx residents in person at a community contact centre, talks to xx residents over the phone, and receives xxx online requests for assistance or service. Providing good customer service has always been of paramount importance to Rushcliffe Borough Council. This year, the Community Contact Centre in West Bridgford, the Council's main focus of direct customer service, needs to move as the Police Force are selling the building currently used by both. The Council has also recently launched a new Digital by Design strategy to draw together a number of technology-focused improvements in customer experience and access to services.

Included in emerging Corporate Strategy as a task for completion in 2019.

Potential to contribute towards the Council's Transformation Savings of £254k for 2019/20.

<b>Initial questions to ask</b>	
Why would we do this?	To ensure customer needs continue to be met and remain at the heart of service delivery.
How does it link to the Council's Corporate Strategy?	Included in emerging Corporate Strategy as a task for completion in 2019.
What tangible benefits could result for the community or our customers?	Ability to access Council services at a time and in a way that suits the individual.
What evidence is there to support the need for a review?	
What would we wish to achieve and why?	
Are resources available to undertake a scrutiny exercise and will the work programme accommodate it?	Yes

<b>Reasons to reject the topic</b>	
Is it covered by the terms of reference for a scrutiny group?	The terms of reference for the Growth and Development Scrutiny Group specifically state the Group can: review the growth in demand for Council services ensuring all residents can access the services they need in a timely and cost efficient manner.
Is it already being addressed?	

Is it part of a legal process?	No
Does it fall within the Council's complaints procedure?	No
Is it a staffing matter that would fall within the jurisdiction of the Head of Paid Service?	No
Is it unlikely to result in real or tangible improvements for local people?	No – the continued development of face-to-face, telephone and online services will benefit the residents of the whole borough.
Is there sufficient capacity to support such a review?	Yes

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	3				
	2				
	1				
		1	2	3	4
	<b>Impact</b>				

**Outcome:**

## Appendix 5

### Work Programme 2019-20 – Growth and Development Scrutiny Group

	Items / Reports
Tuesday 15 October	
Tuesday 7 January	
Tuesday 17 March	

### Work Programme 2019-20 – Communities Scrutiny Group

	Items / Reports
Thursday 3 October	
Thursday 9 January	
Thursday 19 March	

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## **Corporate Overview Scrutiny Group**

**Thursday, 20 June 2019**

## **Corporate Strategy 2019 - 2023**

### **Report of the Executive Manager – Finance and Corporate Services**

#### **1. Purpose of the report**

- 1.1 The Council's current Corporate Strategy 2016-2020 is due to expire on 31 March 2020. However, due to the significant progress made in delivering the 2016-2020 strategy and in response to the changing landscape within local government, work has taken place over the last few months to revise document. A draft Rushcliffe Borough Council Corporate Strategy 2019-2023 is attached at Appendix One for consideration.

#### **2. Recommendation**

It is recommended that the Corporate Overview Group:

- a) Considers the draft Corporate Strategy 2019-2023 and discuss any alterations required
- b) Subject to (a) recommends the Corporate Strategy 2019-2023 to Cabinet.

#### **3. Reasons for Recommendation**

- 3.1 The current Corporate Strategy expires at the end of March 2020. Significant progress has been made towards the goals outlined in that Strategy and an updated, more forward-looking strategy is required to guide the future direction of the Council.

#### **4. Supporting Information**

- 4.1 The Council's Corporate Strategy is one of the key documents (along with the Medium Term Financial Strategy and Transformation Plan) in setting the direction of travel for the Council, highlighting its key priorities and the tasks it is going to undertake over the next four years to deliver upon these priorities. This provides a clear strategic direction for the Council and a benchmark against which progress towards the Council's stated goals can be monitored.
- 4.2 The Strategy also highlights the work undertaken by the Council over the course of the previous Strategy. Delivery of the Corporate Strategy has been

monitored on a quarterly basis by the Performance Management Board over the last three years.

- 4.3 A decision is required whether the new Strategy meets the needs of the Council and whether the Strategy is ready to be recommended to Cabinet for consideration before being adopted by Council.
- 4.4 The current Corporate Strategy, entitled 'Building on Firm Foundations' was published in March 2016. The Strategy contained 12 strategic tasks based upon three corporate priorities for improvement. These corporate priorities were:
- Delivering economic growth to ensure a sustainable, prosperous and thriving local economy
  - Maintaining and enhancing our residents' quality of life
  - Transforming the Council to enable the delivery of efficient high quality services.
- 4.5 The Corporate Strategy 2019-2023 has been constructed as a living strategy – one that continues to evolve and grow over its lifespan. This is reflective of the fluid nature of local government at the present time. As a consequence, it contains a number of commitments under three corporate priorities.
- 4.6 The Corporate Strategy is resourced by the Council's Medium Term Financial Strategy (MTFS) with the Transformation Strategy one of the vehicles used to deliver both innovation and support. Performance against the Corporate Strategy will be monitored quarterly by the Corporate Overview Group. They have the opportunity to request further information or investigation where progress or performance does not appear to be sufficient to reach the targets set or deliver the community outcomes desired.
- 4.5 Cabinet may also wish to make further amendments to the draft Corporate Strategy so it should be noted that any comments or amendments that Corporate Overview Group make may not form the final version that is forwarded to Council.

## **5. Implications**

### **6.1 Financial Implications**

The priorities and tasks contained within the Corporate Strategy will be incorporated into the Council's Medium Term Financial Strategy and Transformation Plan which are approved by Full Council.

### **6.2 Legal Implications**

The Council is required to have a Corporate Strategy in place and this report adequately captures that.



### **6.3 Equalities Implications**

The Corporate Strategy takes account of the effect of the Councils priorities on all residents of the Borough and is supported by the Councils Equality and Diversity Scheme.

### **6.4 Section 17 of the Crime and Disorder Act 1998 Implications**

There are no Section 17 implications to the recommendations contained within this report.

### **6.5 Other Implications**

None

## **6. Link to Corporate Priorities**

The Corporate Strategy sets the Council's Corporate Priorities and as such the two are intrinsically linked.

## **8. Recommendation**

It is recommended that the Corporate Overview Group:

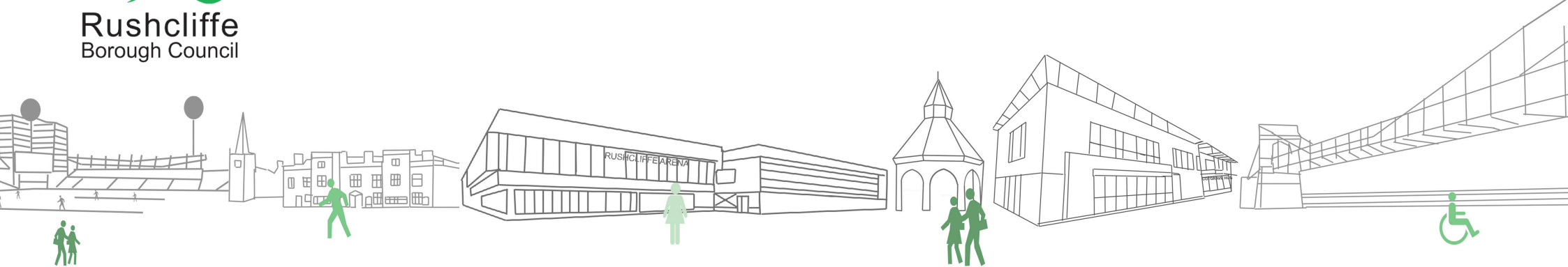
- a) Considers the draft Corporate Strategy 2019-2023 and discuss any alterations required
- b) Subject to (a) recommends the Corporate Strategy 2019-2023 to Cabinet.

<b>For more information contact:</b>	Peter Linfield Executive Manager – Finance and Corporate Services 0115 9148439 plinfield@rushcliffe.gov.uk
<b>Background papers Available for Inspection:</b>	None.
<b>List of appendices (if any):</b>	<b>Appendix 1</b> – Draft Corporate Strategy 2019 – 2023

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Rushcliffe  
Borough Council



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Rushcliffe Borough Council

Corporate Strategy

2019- 2023

**RUSHCLIFFE - GREAT PLACE • GREAT LIFESTYLE • GREAT SPORT**

# CONTENTS

Welcome to our Corporate Strategy, which takes a brief look back over the past three years, before looking forward and sharing with you our plans for the next 4 years and beyond.

Here's what you'll find inside:

- **Introduction from the Leader and Chief Executive**
  - **Our Journey since 2016**
    - **Our Highlights**
- **Did you know, that in the last year Rushcliffe...?**
  - **Our Current Financial Position**
    - **A Living Strategy**
  - **Action Plan for 2019 onwards**

# INTRODUCTION FROM THE LEADER AND CHIEF EXECUTIVE



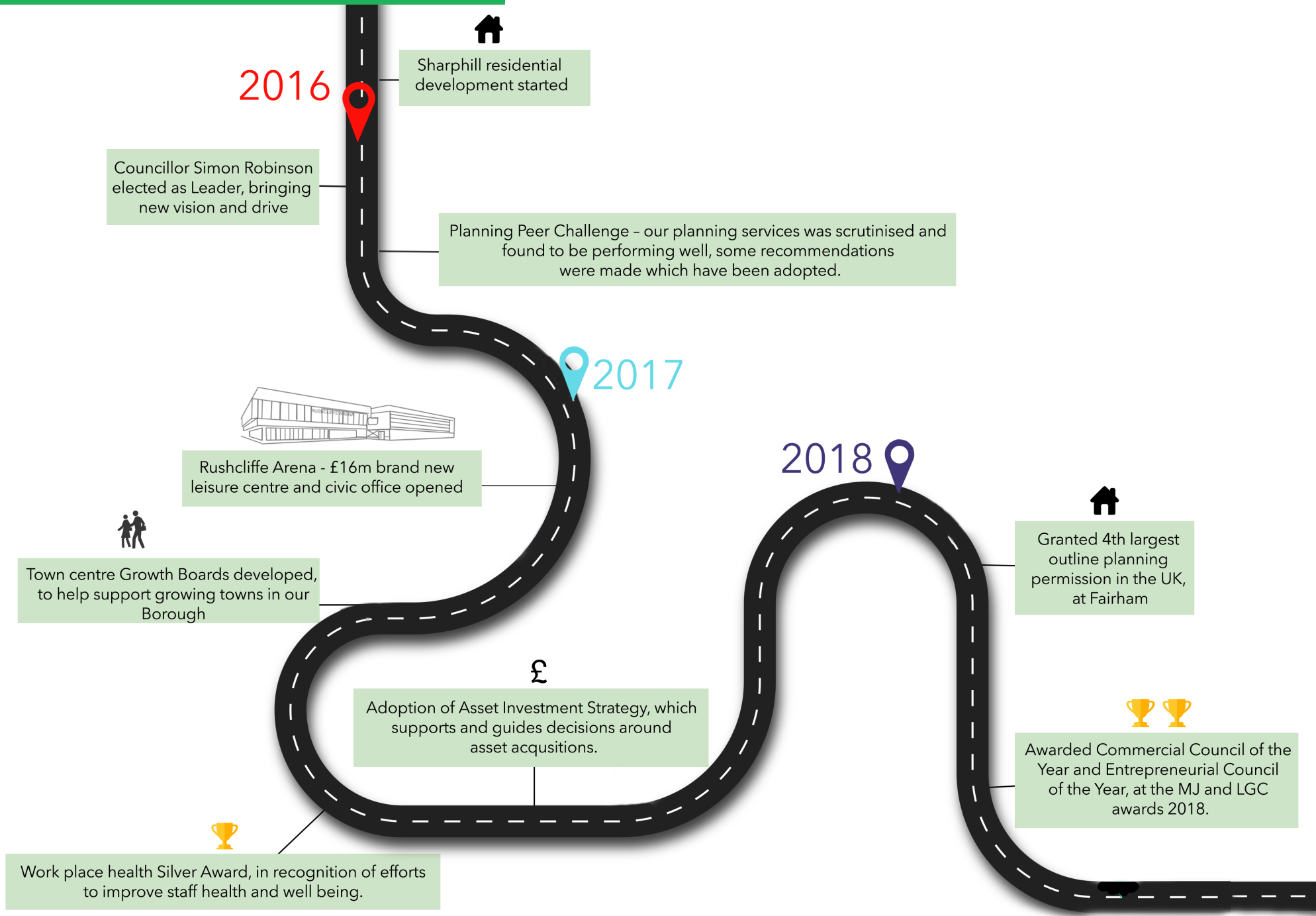
As a Council, we are working harder than ever to support a sustainable, productive and prosperous Rushcliffe, a place where people are proud to live, work and do business.

As well as continuing to provide the statutory services you would expect of your Council e.g. emptying your bins, delivering planning, leisure and environmental health services and providing benefits and housing services, over the next four years we are proud to say we will also be:

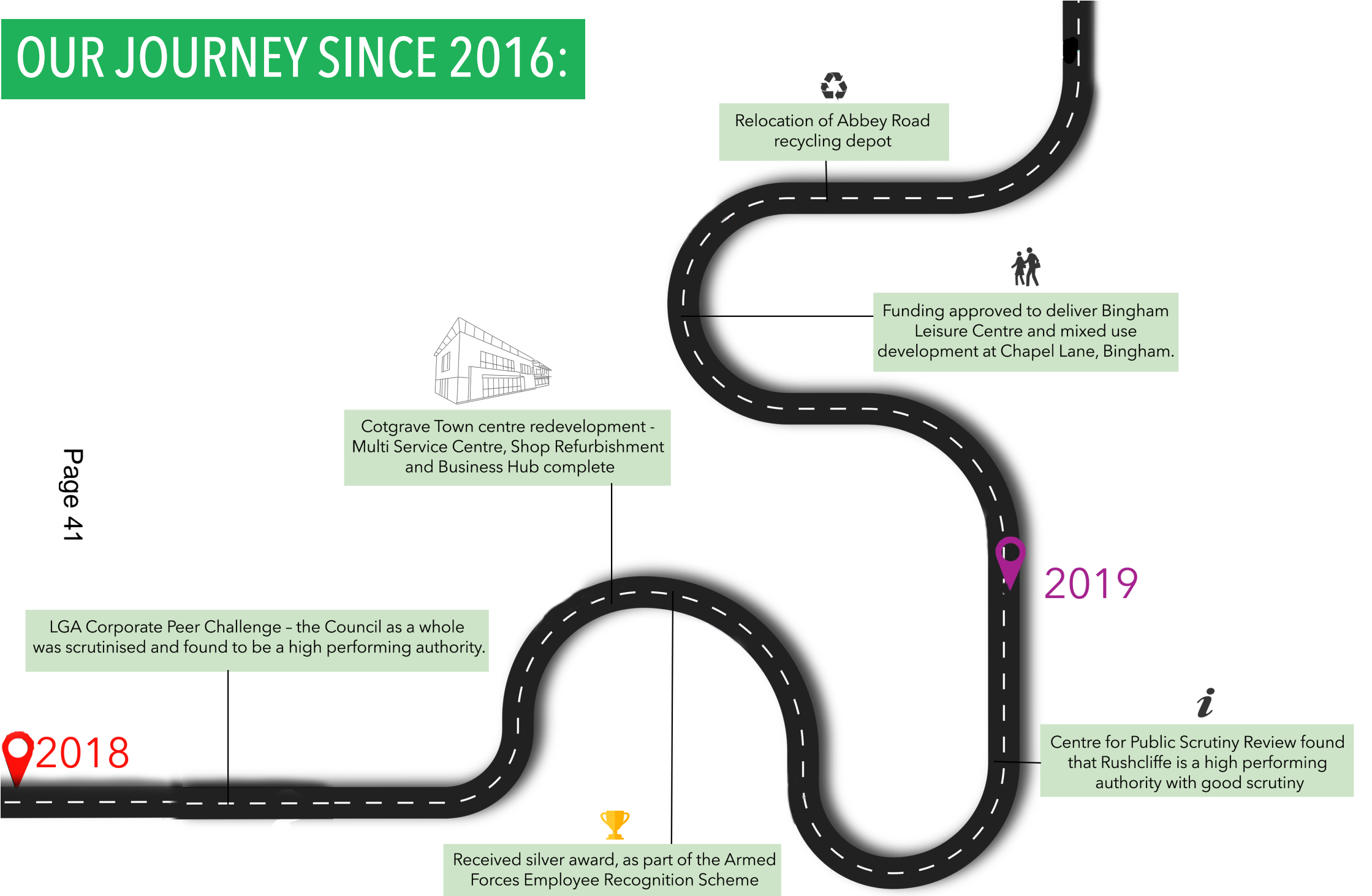
- **Ensuring there is a resilient Medium Term Financial Strategy**, covering the next four years, which will support the ambitions of the Council contained in this Corporate Strategy. Given the backdrop of uncertainty concerning future local government funding and changes to the business rates system, we recognise the importance of being adaptable and ready to change in a way that supports and enhances the lives of our residents.
- **Actively working to welcome new businesses and support existing businesses, big and small, to thrive.** Businesses are the beating heart of many of our communities, keeping our economy booming, providing jobs for you as our residents and choice for you as consumers. Supporting businesses is a key part of our commitment to ensuring our high streets and local communities continue to prosper.
- **Operating in an ever more transparent manner, ensuring residents feel fully informed and involved in decision making.** We have implemented citizens' questions, the opportunity for citizens to ask questions at the beginning of the Council's Cabinet meetings and ordinary meetings of Full Council and the opportunity for applicants and objectors to speak at Planning Committee. We are committed to further increasing the transparency, openness and accessibility of the democratic process.
- **Maximising our role within the wider public and private landscape** of Nottinghamshire, the East Midlands and the UK, working in partnership more effectively, to deliver the best for you. We are clear that true collaborative working means that sometimes we will be leading and sometimes we will be taking the lead from partners and supporting others to deliver what our communities need.
- **Committed to playing our part in delivering housing growth in a sustainable way.** By 2028, Central Government has dictated that we should have facilitated the delivery of 13,150 additional houses in Rushcliffe. Nearly 3,000 have already been built. We want to ensure that we are helping to form new communities, supporting improvements to infrastructure, such as transport links, and creating employment opportunities while maintaining high environmental standards so that we can all enjoy the place we live.
- **Considering the impact we all have on the environment**, making responsible decisions, prioritising what we can do to fulfil the global ambition to become carbon neutral and supporting green infrastructure to protect our green environment for future generations to enjoy.
- **Continuing to deliver the quality services you expect**, but perhaps in new ways, making better use of technology to give you more choice in how and when you interact with us

# OUR JOURNEY SINCE 2016:

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# OUR JOURNEY SINCE 2016:





# WE ARE CONTINUING TO MAKE A DIFFERENCE. HERE ARE SOME OF OUR HIGHLIGHTS...



**RUSHCLIFFE ARENA**

We built a state of the art leisure centre and new civic offices in 2017, saving the Council over £450k a year.



**BRIDGFORD HALL**

We restored historic Bridgford Hall thanks to investment from the Council and the Heritage Lottery Fund.



**GREEN INITIATIVES**

We gave over 850 trees to residents, towns and parishes.



**BUSINESS SUPPORT**

We supported over 250 local businesses to access grants and training, as well as promotion on our social media channels.



**HELP FOR THOSE IN NEED**

We collected 30 tonnes of food and clothes over the last three years, donated by residents for local homeless charity the Friary.



**AWARD WINNERS**

We won the LGC Entrepreneurial Council of the Year and the MJ Commercial Council of the Year Awards in 2018.



**ARMED FORCES**

We received the Silver Award as part of the Armed Forces Employee Recognition Scheme, also applying for the Gold Award in 2019.



**COTGRAVE REGENERATION**

We regenerated Cotgrave Town Centre, building a new multi-service centre and making improvements to shop units within the public realm. New business units were also provided.



**GROWTH BOARDS**

We established Growth Boards in Bingham, Radcliffe on Trent, East Leake and West Bridgford, to help support and develop the towns.



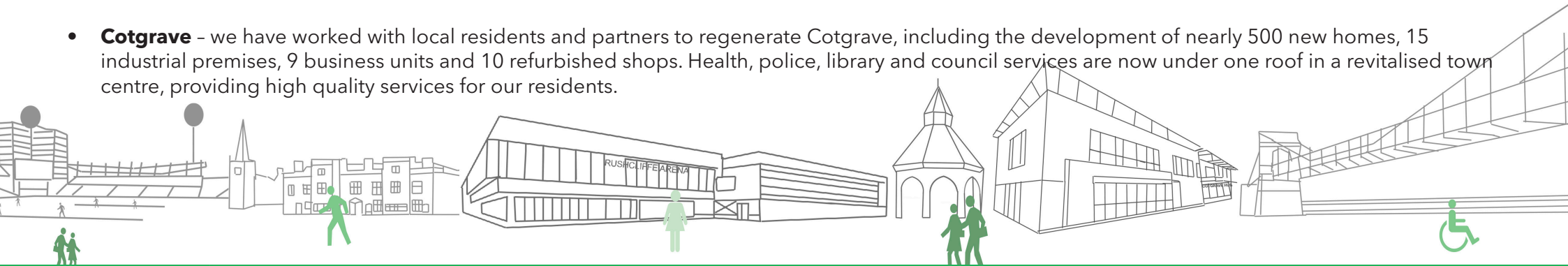
**NEW HOMES**

Delivered 2,682 new homes, as part of our target from Central Government of 13,150 new homes by 2028.



# WE ARE CONTINUING TO MAKE A DIFFERENCE. HERE ARE SOME OF OUR HIGHLIGHTS...

- **Rushcliffe Arena** - we've built a state-of-the-art leisure centre and smaller and more efficient civic offices in the heart of our largest community, investing £16m in our residents' health and wellbeing. This investment has already resulted in savings of over £450k per annum.
- **Bridgford Hall** - an ailing historical building brought back to life with a £0.8m investment and £1.5m Heritage Lottery funding and repurposed into an exclusive apart-hotel and Registry Office facility safeguarding a historic building, preserving a much loved community asset.
- **Innovation in recycling** - it's not just about cans, bottles, newspapers and garden waste, we have been encouraging our local businesses to support our Refill Rushcliffe scheme which allows residents to ask for their reusable water bottles to be refilled in venues and business premises in the Borough.
- **Armed Forces** - we're committed to supporting armed forces personnel and veterans as part of the Armed Forces Community Covenant, a scheme which encourages understanding and awareness of the issues affecting veterans and their families within the local community, and promotes better help and support for existing and ex-Armed Forces personnel and their families.
- **Growth Boards** - the boards are made up of public sector partners and local representatives of the community and business sectors. Their aim is to work in partnership to help support and develop communities facing significant housing growth, making sure Rushcliffe Borough Council is work in partnership to agree, plan and implement a long term vision for the future, meeting the needs of existing and future residents and businesses.
- **Business Support** - supporting business in the borough is a key priority for us. We're proud of all we are currently doing, including our commitment to the Digital Growth programme, which so far has supported over 150 local businesses, provided £69,000 in grants, delivered 20 workshops with a further 17 scheduled and provided almost 2000 hours of support to local small businesses.
- **New Homes** - we are required to deliver 13,150 new homes by 2028, twice the amount of other Greater Nottinghamshire District Councils. We are working to meet these targets in a sustainable way, delivering new communities, not just new homes. We have already facilitated the delivery of almost 3000 of these new homes.
- **Cotgrave** - we have worked with local residents and partners to regenerate Cotgrave, including the development of nearly 500 new homes, 15 industrial premises, 9 business units and 10 refurbished shops. Health, police, library and council services are now under one roof in a revitalised town centre, providing high quality services for our residents.



**RUSHCLIFFE - GREAT PLACE - GREAT LIFESTYLE - GREAT SPORT**

# AS WELL AS ACHIEVING ALL OF THIS, DID YOU KNOW THAT IN THE LAST YEAR RUSHCLIFFE...



Emptied **3.3 million bins** and only missed 1000. This means we got it right **99.97%** of the time.



Processed the fourth largest residential planning applications in the country last year. Fairham Pastures will be a **£750m** development, providing 3000 new homes and **2500** new jobs.



Helped **180** people who were homeless or at the risk of becoming so to find homes.



Answered **100,000** calls from our residents.



Spoke with **17,000** residents in person at our Community Contact Centres, with **100%** satisfaction from users.



Welcomed over **30,000** residents and visitors at our many community events such as Lark in the Park, Taste of Rushcliffe and Proms in the Park.



Supported over **1000** home alarms customers, helping elderly or vulnerable people stay independent in their own home. This service also has a **100%** satisfaction rate.



Conducted over **300** food hygiene inspections.



Successfully kept our Council Tax rates for Band D properties lower than **75%** of all local authorities in the Country.

# OUR CURRENT FINANCIAL POSITION:

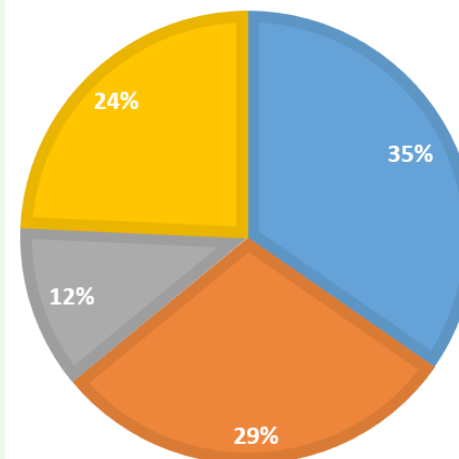
The pie charts to the right depict the Council's sources of income in 2013/14 and 2019/20.

As you can see, funding from Central Government has been steadily declining over the years, and is still subject to great uncertainty. We have responded to this challenge positively, by taking a look at how we work to make sure we are as efficient as we can be, this has resulted in a saving of £1.4m so far. We also began thinking differently about making the most of our assets and generating additional income where we could. Over the last few years we have:

- maintained our position as the lowest Council Tax authority in Nottinghamshire for band D properties, charging £137.39
- grown our income streams to £6.1m per year assisting us to become financially self-sufficient
- commercialised our green waste service generating £1.3m per year, introduced minimal parking fees generating £0.7m income and gained sponsorship of annual events programme generating £8.5k enabling us to increase rather than cancel our community activities
- invested in property, which now generates around £1.5m in income and this is projected to rise to £2.5m by 2023/24

Going forward the Council has significant risks given the uncertainty over the system for business rates funding and the Fairer Funding Review regarding the relative needs and resources across the local government sector and the requirement to have a sustainable balanced budget going forward. You can find an up to date overview of our financial position each year on our [website](#).

2013/14



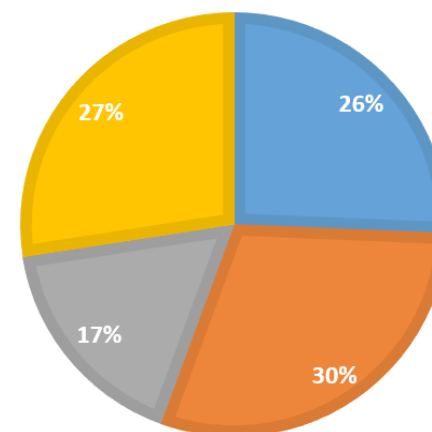
■ Central Government Grant (£6.38 m)

■ RBC Council Tax (£5.4 m)

■ Business Rates (£2.152 m)

■ Fees, Charges and Rental Income (£4.468 m)

2019/20



■ Central Government Grant (£5.7m)

■ RBC Council Tax (£6.65 m)

■ Business Rates (£3.77 m)

■ Fees, Charges and Rental Income (£6.1 m)

# A LIVING STRATEGY:

**This Strategy sets the overall direction the Council is planning to take over the next few years but the environment we operate in now is ever changing and not as stable and predictable as it once was. As a consequence, we too need to be flexible, responsive and fleet of foot.**

Therefore, our Corporate Strategy Action Plan which is appended to this document is more fluid in nature. It sets out three priorities for the Council:



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Within each of these priorities the Council has made a number of commitments outlining the aspirations it would like to achieve or be working towards over the life of this Strategy.

The near future, the next two years for example, is relatively clear and easy to predict. Therefore, we have been able to clearly state the key projects we will be working on. These are detailed in the Corporate Strategy Action Plan. When future opportunities present themselves or new ideas are presented, these will be assessed against the commitments made in the Action Plan and against each of the priorities of the Council. Where they contribute towards the Council's overall goals and match the commitments stated below, then they will be added to the Action Plan and delivered alongside existing projects.

The Corporate Strategy Action Plan itself will be monitored at regular intervals throughout the year by our Executive Management Team and on a quarterly basis by Councillors who sit on the Corporate Overview Scrutiny Group. Any issues identified in terms of project delivery or the performance of Council services may be scrutinised in more detail by another scrutiny group or one of the appointed task and finish groups. As new opportunities and projects arise, they will be communicated to our residents and partners, through our established and emerging channels and in greater depth once plans are finalised.





**Our residents' quality of life is our first priority. When we say 'quality of life' we mean how our residents feel about living in the borough, its environment, and the community facilities they can access. Rushcliffe is regularly rated in both local and national surveys as one of the best places to live in the UK and we're committed to preserving this reputation. As an organisation we are committed to:**

- Working with our partners to create great, safe and clean communities to live and work in
- Protecting our residents' health and facilitating healthier lifestyle choices
- Providing high quality community facilities which meet the needs of our residents and contribute towards the financial independence of the Council
- Engaging with our residents to ensure they are involved in decisions that affect their quality of life and are also sufficiently informed to enable them contribute to the debate
- Protecting the Borough's environment by changing our policies and ways of working to protect our natural resources, and to implement infrastructure changes where they help our residents become more environmentally friendly
- Recognising opportunities to create vibrant town centres which are digitally enabled, attractive and accessible to all, and provide a pleasant retail experience
- Creating opportunities for young people to realise their potential



**As an organisation it is always our intention to deliver the best services for our residents, in the most efficient way possible. In the coming years, we know this will mean embracing new ways of working and being open to innovation and transformation. Although there is no certainty around what the next four years will bring, there is certainty in how we will approach whatever arises. This approach can be captured in the following commitments:**

- Responsible income generation and prudent borrowing where deemed appropriate, to facilitate delivery of much-needed services.
- Ongoing appraisal of allocation and alignment of resources aligned to growth aspirations.
- Communication with our residents, to ensure they feel informed and involved in decision making.
- Reviewing service delivery models, to ensure that residents are receiving consistently excellent services either delivered directly by Rushcliffe, or by our arm's length companies or by private and public sector partners.

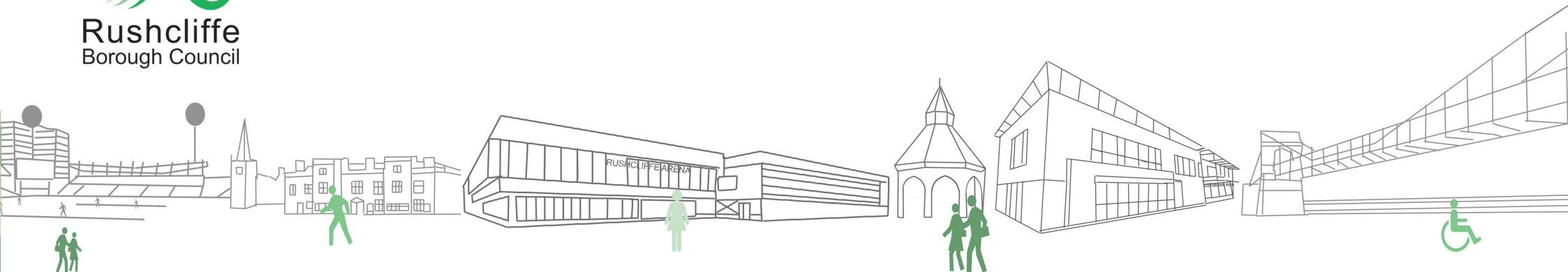


**Rushcliffe is determined to play its part in shaping the future of the Borough ensuring the needs and aspirations of Rushcliffe residents are met in all future developments. This involves a significant amount of partnership working and collaboration as delivering upon the commitments outlined below requires the participation of a number of different stakeholders. We accept that sometimes we will be leading and sometimes supporting others to deliver what our community needs to grow in a sustainable way. As an organisation we are committed to:**

- Bringing new business to the Borough and nurturing our existing businesses, helping them to grow and succeed
- Ensuring our residents across the generations have the skills they need to succeed in the workplace
- Protecting the most vulnerable in our communities
- Raising Rushcliffe's profile and making sure that Rushcliffe's priorities feature in plans around HS2 development, Power Station Closure and East Midlands Airport Expansion
- Working with government agencies e.g. Homes England, Highways England, Department for Business, Energy and Industrial Strategy and The Ministry for Home, Communities and Local Government, to secure funding to support sustainability growth



Rushcliffe  
Borough Council



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# Corporate Action Plan

## 2019

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What are we going to do?	Why?	When?	How will we know we have achieved it? How will we know it is successful?
Develop the Chapel Lane site in Bingham, including a new Leisure Centre, Community Hall and Office space, by 2021	To provide modern high quality leisure and community facilities and employment opportunities to the growing population in the east of our Borough	2019-22	<ul style="list-style-type: none"> <li>• Chapel Lane development complete and new leisure centre open by 2022.</li> <li>• Number of leisure centre users</li> <li>• User Satisfaction</li> <li>• Participation in sport figures</li> <li>• Quality of facility</li> </ul>
Support the continued development of existing local growth boards for Nottingham, Radcliffe on Trent, Bingham, East Leake and West Bridgford.	Operate local multi sector partnership boards which are focused on shaping growth at a local level	2019-23	<ul style="list-style-type: none"> <li>• Delivery of agreed action plans.</li> <li>• Flourishing town centres.</li> </ul>
Respond to any proposals from the Resources and Waste Strategy for England	This strategy contains number of proposals which will shape the future direction of the Council's Waste Strategy	2019-23	<ul style="list-style-type: none"> <li>• Fully funded strategic and operational plans in place to deliver any new requirements</li> <li>• Reduction in residual waste tonnage</li> <li>• Increase in recycling rates</li> </ul>
Review and implement the Council's Leisure Strategy in relation to Leisure and Community Facilities	To ensure the continuation of high quality leisure facilities to the growing population in the west of our Borough	2019-23	<ul style="list-style-type: none"> <li>• Management contracts and joint-use agreements reviewed and in place</li> <li>• Number of leisure centre users</li> <li>• Satisfaction of leisure centre users</li> <li>• Participation in sport figures</li> <li>• Quality of facility (QUEST)</li> <li>• Usage and satisfaction of Community Facilities</li> </ul>



What are we going to do?	Why?	When?	How will we know we have achieved it? How will we know it is successful?
Facilitate the development of a Crematorium in the Borough by 2022	To provide additional community infrastructure providing additional capacity in the Borough alongside the existing Crematorium at Wilford Hill	2019-2022	<ul style="list-style-type: none"> <li>• Crematorium open by 2022</li> <li>• Usage figures</li> <li>• Customer Satisfaction</li> </ul>
Working with Rushcliffe Roots and Rushcliffe CCG, deliver a targeted events and health development programme across the Borough.	To protect our residents' health and facilitate healthier lifestyle choices.	2019 onwards	<ul style="list-style-type: none"> <li>• Number of participants in specific initiatives</li> </ul>



What are we going to do?	Why?	When?	How will we know we have achieved it? How will we know it is successful?
Relocation of R2Go service and Streetwise	To enable the current site at Abbey Road to be available for potential future housing developments.	2019	<ul style="list-style-type: none"> <li>• R2Go and Streetwise Environmental Ltd. will be successfully relocated</li> <li>• Abbey Road site will be ready for housing development assisting the Council to deliver its housing objectives</li> </ul>
Include digital principals in our communications and ways of undertaking business	To ensure that RBC we make best use of digital development where appropriate to deliver better services and operate even more efficiently. To enable residents to do business with us in a digital way if that is their preference	2019-23	<ul style="list-style-type: none"> <li>• Programme of works from Digital by Design strategy will be completed</li> <li>• Time savings</li> <li>• Financial savings</li> <li>• Increased customer satisfaction</li> <li>• Residents are satisfied with the number of ways they can access Council services</li> </ul>

What are we going to do?	Why?	When?	How will we know we have achieved it? How will we know it is successful?
Relocate community contact centre in West Bridgford	The Police will be vacating current premises in West Bridgford and so we need to find a new home, close to town centre amenities, to deliver our face to face service in West Bridgford.	2019	<ul style="list-style-type: none"> <li>• Number of residents are satisfied with the number of ways they can access Council services</li> </ul>
Deliver our Medium Term Financial Strategy and Corporate Strategy.	To ensure that RBC has an integrated and strategic approach to how we provide our services which enables us to withstand financial pressures and deliver the best for our residents.	2019-23	<ul style="list-style-type: none"> <li>• Ensure a balanced sustainable budget is agreed by Full Council, resourcing the Corporate Strategy.</li> <li>• This incorporates the Council's transformation programme which continues to evolve and deliver necessary efficiencies and additional income.</li> <li>• Residents satisfaction at quality of services</li> </ul>



What are we going to do?	Why?	When?	How will we know we have achieved it? How will we know it is successful?
Support the on-going delivery of 13,150 new homes and securing a 5-year land supply as detailed in Rushcliffe Local Plan Part 2 adopted Local Plan Part 1 - Core Strategy reviewed in partnership with Greater Nottingham Housing Market Area	To ensure new homes are delivered in Rushcliffe, in line with nationally set government targets, to respond to housing demand.	2019-28	<ul style="list-style-type: none"> <li>• Housing targets met</li> <li>• People who want to live in the Borough can live in the Borough</li> <li>• Sufficient supply of suitable housing is available to meet the needs of the community</li> </ul>

What are we going to do?	Why?	When?	How will we know we have achieved it? How will we know it is successful?
Support the delivery of employment land on all 6 strategic sites in Rushcliffe and sites allocated through Local Plan	To facilitate provision of much needed employment land in Rushcliffe, to encourage businesses to establish and thrive in the borough providing jobs for residents.	2019-28	<ul style="list-style-type: none"> <li>• Employment units built and occupied</li> <li>• New jobs created</li> <li>• Rental income received</li> <li>• Jobs created</li> <li>• 70ha to be delivered by 2028</li> </ul>
Support the delivery improved transport infrastructure e.g. A46, A52, A453 Corridors	To ensure that necessary transport infrastructure is in place to respond to expected population increase.	2019-23	<ul style="list-style-type: none"> <li>• Infrastructure improvements delivered</li> <li>• Increased satisfaction from users / businesses</li> </ul>
Review asset (property) management plan	To ensure we are maximising our property holdings and aligning them with the needs of our residents. Properties may be held for operational purposes (e.g. Council offices, leisure centres), for community use (e.g. Rushcliffe Country Park) or for investment purposes to produce an income that subsidises Council Tax.	2019-20	<ul style="list-style-type: none"> <li>• Refreshed asset management plan will be adopted by xxx and continually reviewed, as appropriate.</li> <li>• Efficient use of property for delivering services</li> <li>• Return on investment for investment properties</li> <li>• Community facilities that residents want and use</li> <li>• Percentage of people satisfied with the way the Council runs things</li> </ul>
Support the delivery of affordable housing in the borough, working with developers, providers and private landlords. "Affordable housing" is the government definition for housing that is subsidised and may be for rent via a Housing association or part buy/part rent.	There is a high demand for affordable housing in the borough. Rushcliffe has a policy to deliver between 10-30 percent affordable housing on its largest housing sites.	2019-23	<ul style="list-style-type: none"> <li>• Delivery of affordable housing accommodation particularly for those most in need. Percentage of affordable homes developed, in accordance with policy.</li> <li>• Number of affordable homes delivered.</li> <li>• Reduced waiting time on the housing list.</li> </ul>



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## Corporate Overview Scrutiny Group

Thursday, 20 June 2019

## Financial and Performance Management Outturn 2018/19

### Report of the Executive Manager – Finance and Corporate Services

#### 1. Purpose of report

- 1.1. The purpose of this report is to detail both the year-end financial outturn and performance position for 2018/19. The financial position has been reported to Cabinet (11 June 2019) and highlights some key messages.
- 1.2. This report gives an update on the progress of the Corporate Strategy 2016-20, including the performance indicators within the Corporate Scorecard.

#### 2. Recommendation

It is RECOMMENDED that

- a) Corporate Overview Scrutiny Group consider the content of this report.

#### 3. Reasons for recommendation

- 3.1. To accord with good financial governance and the Council's Financial Regulations, and to follow good practice established by scrutiny to consider the exceptions and highlights in the corporate scorecard.

#### 4. Supporting information

##### *General Fund – Revenue Outturn Position*

- 4.1. The General Fund account deals with the Council's revenue income and expenditure, where spend is incurred on day to day expenditure or on items used within the year.
- 4.2. The projected outturn position for the General Fund has been reported to the Corporate Governance Group and Cabinet regularly during 2018/19. The year-end Financial Statements are subject to audit by Mazars and will be considered by the Governance Group on 23 July 2019. The year-end position was reported to Cabinet on 11 June 2019 with no issues arising.
- 4.3. The overall position on the General Fund budget gives £251k of revenue efficiencies for the year, as detailed in Table 1. The majority of the savings are

as a result of increased income from planning and investment activities, and a surplus in the Collection Fund relating to business rates.

**Table 1: Revenue Outturn Position**

	Final			
	Budget £'000	Actual £'000	Variance £'000	Commentary
Communities	1,301	1,216	-85	Planning income net of planning appeal costs
Finance & Corporate Services	3,391	3,216	-175	Investment income and salary efficiencies
Neighbourhoods	4,665	4,507	-158	Green waste and car parking income
Transformation	2,965	2,835	-130	Strategic Growth Board underspend and salary efficiencies
Sub Total	<b>12,322</b>	<b>11,774</b>	<b>-548</b>	
Capital Accounting Reversals	-2,234	-2,234	0	
Minimum Revenue Provision	1,000	1,000	0	
Total Net Service Expenditure	<b>11,088</b>	<b>10,540</b>	<b>-548</b>	
Grant Income (including NHB & RSG)	-1,521	-1,624	-103	
Business Rates (including SBRR S31 grants)	-3,043	-3,109	-66	
Council Tax	-6,346	-6,346	0	
Collection Fund (Surplus = -)/deficit	-1389	-923	466	Improved business rates leading to collection fund surplus
Total Funding	<b>-12,299</b>	<b>-12,002</b>	<b>297</b>	
(Surplus)/Deficit on Revenue Budget	<b>-1,211</b>	<b>-1,462</b>	<b>-251</b>	
Capital Expenditure financed from reserves	129	152	23	
Net Transfer to /from (-) Reserves	<b>1,082</b>	<b>1,310</b>	<b>228</b>	

- 4.4. The Council responded positively to the Government changes for business rates relief (largely as a result of increases in business rates following the April 2017 revaluations by the Valuation Office), putting in place processes to ensure businesses maximised the benefit of the relief that was available. 2018/19 is the second of three years of transitional arrangements to support businesses. 243 businesses benefitted from the various types of relief, amounting to £192,907.

## Reserves

4.5. There are a number of movements in Reserves largely agreed as part of the budget setting process and budget monitoring for 2018/19. The net movement is a transfer to reserves of £1.310m, detailed at Appendix A. Some key points to note:

- There are a number of 'transfers out' or use of reserves totalling £1.966m including: £1.045m from the New Homes Bonus reserve, £1m of which is to offset the Minimum Revenue Provision (MRP) arising from internal borrowing to fund the Arena;
- There are a number of 'transfers in' totalling £3.276m that increase reserves including: £1.364m New Homes Bonus; £1.369m business rates surplus; £152k to fund special expense capital schemes and £230k to top up reserves and general contingency;
- The New Homes Bonus (NHB) Reserve £6.587m is largely earmarked to fund internal borrowing in relation to capital projects such as the Arena and will be required particularly if NHB is no longer provided to incentivise and reward housing growth;
- The sum remaining in the Local Area Agreement Reserve is proposed to be transferred to the Organisational Stabilisation Reserve by way of consolidation, what is a historic balance;
- Overall, whilst the level of Earmarked Reserves is a healthy £11.819m, there are risks going forward in terms of further reductions and commitments from reserves to capital projects. This includes the repayment of internal borrowing for the Arena, which is reliant on NHB funding and this is by no means a stable future source of income. The impact of both the Fair Funding and Business Rates reviews and the future de-commissioning of the power station creates further uncertainty which makes it necessary to retain both a stable and substantial level of reserves; and
- The General Fund balance of £2.604m accords with the Council's approved Medium Term Financial Strategy.

4.6. The Council is committed to growing the Borough, ensuring it maximises available opportunities, particularly linked to the impact of growth. Below are requests for the use of reserves in 2019/20 (from 2018/19 efficiencies), for both expected and new revenue commitments totalling £228k – detailed in table 2 below.

**Table 2: Revenue Budget Carry Forward Requests**

Revenue Carry Forward Requests underspent in-year provision	£'000
Growth Board Monies	79
Shop Front Grants	5

Tree Scheme - £50k allocated over 3 years, 2018/19 balance	7
Bingham Hub Feasibility	11
Local Plan Inspection	16
Increase General Contingency	110
Total	228

### *Capital*

4.7. The year-end Capital Programme provision totalled £24.771 (see Table 3 and Appendix B). Actual expenditure in relation to this provision totalled £6.748m (27%) giving rise to a variance of £18.023m, £13.118m of which is recommended to be carried forward. The main variations are as follows:

- The Depot Site £2.285m – this is not required as the services for refuse and grounds maintenance are delivered elsewhere;
- Cotgrave Regeneration Scheme £1.776m as works to the Public Realm and Phase II shop enhancements continue;
- Support for Registered Housing Providers £1.146m as officers continue to explore options for the delivery of affordable housing;
- Asset Investment Strategy £9.561m. Of this sum, £4.8m is committed within the 2019/20 programme. The remaining £4.761m is to be carried forward to meet provisional commitments and potential investment opportunities. 2018/19 saw the acquisition of two significant Investment Assets: The Co-op on Trent Boulevard and office accommodation at Boundary Court, Castle Donington. These two acquisitions will generate revenue income streams to support the revenue budget in future years.

**Table 3: Summary of Capital Expenditure 2018/19**

CAPITAL PROGRAMME MONITORING - MARCH 2019			
EXPENDITURE SUMMARY	Current		
	Budget	Actual	Variance
	£000	£000	£000
Transformation	10,300	5,230	(5,070)
Neighbourhoods	3,181	967	(2,214)
Communities	864	464	(400)
Finance & Corporate Services	10,398	87	(10,311)
Contingency	28	0	(28)
	24,771	6,748	(18,023)
FINANCING ANALYSIS			
Capital Receipts	(14,582)	(4,754)	9,828
Government Grants	(1,098)	(660)	438



Other Grants/Contributions	(1,971)	(1,202)	769
Use of Reserves	(535)	(132)	403
Internal Borrowing	(6,586)	-	6,586
	(24,771)	(6,748)	18,023
NET EXPENDITURE	-	-	-

4.8. Included in the carry forward request is £2.285m arising from the underspend on the Depot Site. Of this sum, £400k is proposed to be earmarked for a loan at 4.25% to Streetwise Environmental Ltd over 5 years. £100k is also required for the increased specification of works required to Cotgrave Leisure Centre Pool Ventilation System.

4.9. Financial Outturn Conclusion – The Council continues to face many significant financial challenges. The 2018/19 financial outturn position demonstrates how the Council manages to balance a reducing budget with a culture of both prudence and innovation, and through the Capital Programme focuses on investment and growth in the borough.

### Corporate Performance Monitoring

4.10. This report summarises the progress made over three years of the current Corporate Strategy 2016-20. There have been excellent outcomes from the wide range of projects undertaken delivering benefits ranging from new homes and business units to a renewed town centre in Cotgrave providing many benefits to the community. The strategy is being refreshed one year early to reflect changing priorities and leadership.

4.11. When reviewing performance, Members are reminded that the Council is operating within a backdrop of diminishing resource. Resources are carefully managed and allocated to achieve the Council's agreed priorities. Whilst in general terms performance is being maintained with less available resource, this may not always be the case.

4.12. Progress of corporate tasks

Task	Actions
<b>ST01 - Develop a programme of Growth Boards initially focusing on West Bridgford, Bingham and Radcliffe on Trent to support economic growth and infrastructure in these areas</b>	<ul style="list-style-type: none"> <li>• Growth Boards have been developed to drive local growth in the major towns and villages</li> <li>• Work programmes have already delivered a Tudor Square Masterplan; West Bridgford Way, Bingham Masterplan and the #WDYT campaign.</li> </ul>
<b>ST02 - Proactively engage with partnership activities to maximise the benefits of collaborative working for Rushcliffe residents and businesses, including:</b> • Playing an active role in D2N2	<ul style="list-style-type: none"> <li>• Partnership work has been effective over a range of activities and services including the Cotgrave town centre improvements</li> <li>• Partners have been meeting to discuss and coordinate development over the wider Derby/Nottingham area. Rushcliffe's</li> </ul>

<ul style="list-style-type: none"> <li>• <b>Combined Authority</b></li> <li>• <b>Collaboration Partners</b></li> </ul>	<p>involvement ensures our growth agenda continues to receive local and national recognition.</p>
<p><b>ST03 - Activate the Asset Investment Strategy to maximise the Council's asset portfolio as the conditions prescribed in the Strategy arise</b></p>	<ul style="list-style-type: none"> <li>• There have been two acquisitions, adding to our property portfolio this year.</li> </ul>
<p><b>ST04 - Work with partners to progress infrastructure projects, including:</b></p> <ul style="list-style-type: none"> <li>• <b>Improvements to the A52</b></li> <li>• <b>Improvements to the rail connections between Nottingham and Grantham</b></li> <li>• <b>Feasibility of a fourth Trent crossing</b></li> </ul>	<ul style="list-style-type: none"> <li>• Phase 1 of the A52 improvements have been completed</li> <li>• Awaiting decisions for rail improvements due to a change in the franchise operator.</li> </ul>
<p><b>ST05 - Regenerate Cotgrave</b></p>	<ul style="list-style-type: none"> <li>• Cotgrave town centre has undergone a transformation including the provision of a Multi-Service Centre and the refurbishment of the shopping precinct</li> <li>• New homes have been built and are now occupied including 137 affordable homes</li> <li>• 15 new employment units were built and are occupied providing many job opportunities.</li> </ul>
<p><b>ST06 - Contribute towards economic growth in the Borough</b></p>	<ul style="list-style-type: none"> <li>• Funding has been secured to facilitate the infrastructure required to develop the major strategic sites in the borough which will deliver the majority of the new homes and commercial premises outlined in the Local Plan</li> <li>• Many events have been delivered to support businesses flourish including a number on digital growth.</li> </ul>
<p><b>ST07 - Activate the Leisure Strategy to best provide leisure facilities and activities as the conditions prescribed in the Strategy arise</b></p>	<ul style="list-style-type: none"> <li>• Rushcliffe Arena was rebuilt with improved facilities and offices for the council</li> <li>• Rushcliffe Playing Pitch Strategy published to guide provision playing pitches and other leisure activities including skateparks</li> <li>• Plans a being developed for a new leisure centre in Bingham, potentially open in 2022.</li> </ul>
<p><b>ST08 - Facilitate activities for Children and Young People to enable them to reach their potential</b></p>	<ul style="list-style-type: none"> <li>• Two new skateparks have been supported – The Hook opened on 25 May 2019 and Radcliffe-on-Trent is under construction</li> <li>• The YouNG programme has ensured that ambassadors from secondary schools in the borough have had the opportunity to become entrepreneurs; selling their creations at markets in Italy, Poland, Slovakia and locally. Trent Bridge Community Trust became partners in 2018 to deliver the Positive Futures and YouNG programme.</li> </ul>
<p><b>ST09 - Deliver Part 2 of the Rushcliffe Local Plan</b></p>	<ul style="list-style-type: none"> <li>• Local Plan Part 2 will provide policies for the development of non-strategic sites and is currently awaiting the Inspector's confirmation that the plan is sound after consultation</li> </ul>

	before adoption.
<b>ST10 - Deliver the Medium Term Financial Strategy (MTFS)</b>	<ul style="list-style-type: none"> <li>The MTFS is being delivered – prudent financial management has resulted in budget efficiencies in 2018/19.</li> </ul>
<b>ST11 - Continue to reduce cost and increase efficiencies</b>	<ul style="list-style-type: none"> <li>A range of new eforms have been delivered to help our customers do business with us online</li> <li>MyAccount is being launched to all residents in June 2019 giving access to manage contact with the council online.</li> </ul>
<b>ST12 - Continue to develop the Council's Property Portfolio to enhance the Council's financial position and deliver community outcomes</b>	<ul style="list-style-type: none"> <li>Bridgford Hall was refurbished and opened in 2017 as an apart-hotel and Registry Office</li> <li>The Depot relocated to Eastcroft on 13 May 2019</li> <li>Streetwise is due to move in the autumn, the vacant site will then be available for redevelopment.</li> </ul>

#### 4.13. Performance highlights:

Many of the performance indicators have met their target this year and these highlights are listed in the Corporate Scorecard **Appendix C**.

#### 4.14. Performance exceptions in quarter 4 – there is one new exception:

**LIFCS13 Percentage of Investment Strategy committed** – investment opportunities slowed down after the first six months and this, coupled with external financial pressures, reduced the likelihood of meeting the target.

#### 4.15. Progress of performance exceptions reported in quarters 1-3:

There were ten exception during the first three quarters of this year, three being Residents' Survey indicators. Of the seven non-survey measures, three have met their target following improvement through the year. Full details are shown in **Appendix C**.

## 5 Risks and uncertainties

5.1 The financial position present an upside risk in terms of providing further funding to ensure the Council delivers its corporate priorities and helps meet funding pressures within the MTFS and the inherent risks in an increasingly volatile financial environment now exacerbated by the uncertainty of both leaving the European Union and the national political environment.

5.2 Business rates is subject to specific risk given the volatile nature of the taxbase and the complexity of the system which makes forecasting both the budget and outturn positions challenging. Furthermore, changes in central government policy influences business rates received and their timing, for example policy changes on small business rates relief. Such uncertainty is exacerbated by the impending changes in the Business Rates system and the impact of Fairer Funding for 2020/21.

- 5.3 Risks linked to the Corporate Strategy and the Council's performance are managed by the Risk Management Group and monitored at Corporate Governance Group. Effective performance management by the Board helps to mitigate the risk should the Council fail to deliver the Corporate Priorities or maintain good performance.

## **6 Implications**

### **Financial implications**

These are contained within the body of the report with commentary on revenue, reserves and the cricket club loan update.

### **Legal implications**

The Council is required to have adequate procedures in place for financial and performance management and this report fulfils that requirement.

### **Equalities implications**

There are none for this report.

### **Section 17 of the Crime and Disorder Act 1998 implications**

There are none for this report.

## **7 Link to corporate priorities**

This report links to all of the Corporate Strategy key themes of:

- Delivering economic growth to ensure a sustainable, prosperous and thriving local economy
- Maintaining and enhancing our residents' quality of life
- Transforming the Council to enable the delivery of efficient high quality services.

## **8 Recommendations**

It is RECOMMENDED that

- a) Corporate Overview Scrutiny Group consider the content of this report.

<b>For more information contact:</b>	Peter Linfield Executive Manager – Finance and Corporate Services 0115 914 8439 <a href="mailto:plinfield@rushcliffe.gov.uk">plinfield@rushcliffe.gov.uk</a>
<b>Background papers available for Inspection:</b>	Previous Revenue and Capital monitoring reports throughout the year. Performance reports to Performance Management Board throughout the year.
<b>List of appendices:</b>	<b>Appendix A</b> – Movement in Reserves <b>Appendix B</b> – Capital Programme 2018/19 Outturn <b>Appendix C</b> – Performance Monitoring

## Appendix A

Movement in Reserves	Balance at 01.04.18	Transfers in	Transfers out	Balance at 31.03.19	Transfers in notes	Transfers out notes
	£000	£000	£000	£000		
Investment Reserves						
Regeneration and Community Projects	1,561	190	(61)	1,690	Special Expenses Annuity £152k; 6 Wks of Summer £3k; Parks Improvement Fund £18k; Sinking Fund The Hook Skatepark £17k	The Hook Special Expense Capital works
Council Assets and Service Delivery	274			274		
Local Area Agreement	122			122		
Investment Properties	84	50	(11)	123	Income from Investment Properties	Enhancements to The Point (Capital)
New Homes Bonus	6,268	1,364	(1,045)	6,587	Grant received in the year	£1m MRP Arena, £18k Members' Grants, £27k Growth Board and Shop Fronts
Invest to Save	150	0	0	150		
Corporate Reserves						
Organisational Stabilisation	1,074	1,440	(730)	1,784	£1.389 NDR Surplus; £14k Homelessness Prevention; £20k Scrutiny Review; £15k Voluntary and Community Fund; £2k Audit	£172k shortfall projected income from investment properties, £150k Salaries extra, £110k Positive futures, balance for project work, Local Plan costs, Events growth and support revenue budget
Risk and Insurance	100			100		
Planning Appeals	350			350		
Elections	152	50		202	To top up the Elections Reserve	
Operating Reserves				0		
Planning	181	98	(59)	220	£58k top up, £40k for Contributions Officer from S106 admin fees released to revenue in 18/19	To cover costs of Local Plan Inspection in 18/19
Leisure Centre Maintenance	116			116		
Planned Maintenance	100			100		

Movement in Reserves	Balance at 01.04.18	Transfers in	Transfers out	Balance at 31.03.19	Transfers in notes	Transfers out notes
	£000	£000	£000	£000		
<b>TOTAL</b>	<b>10,532</b>	<b>3,192</b>	<b>(1,906)</b>	<b>11,818</b>		
Pooled Fund Adjustment Account		<b>24</b>			Net gain on Pooled Fund investments to unusable reserve	
General Fund Balance	<b>2,604</b>	<b>60</b>	<b>(60)</b>	<b>2,604</b>	Top up balance to cover use in year	Improvement work on West Park Sports Pavilion, met from Special Expense revenue

Capital Programme 2018/19 – Outturn**CAPITAL PROGRAMME MONITORING - MARCH 2019**

	Original Budget	Current Budget	Actual YTD	Variance	Carry fwd (C) /Saving (S) /Overspend (O) /Acceln (A)	
		£000	£000	£'000		
<b>TRANSFORMATION</b>						
Cotgrave Regeneration & MSC	0	3,188	1,542	(1,646)	C	Carry forwards for continued works to the Public Realm
Cotgrave Phase 2	0	387	257	(130)	C	Long hold leases bought out. Carry forward for Phase II works.
Bingham Land off Chapel Lane	438	645		(645)	C	Remediation costs will now be incurred in 19/20. Balance to be carried forward to the Bingham Hub project.
Manvers Business Park	100	100		(100)	C	This sum to be carried forward and added to the provision in the 19/20 Capital Programme to commission the roof refurbishment more efficiently.
Property Heating Upgrades	0	180	180	0		One provision created to commission priority works more efficiently. Works complete.
The Point	0	19	11	(8)	C	Carry forward required for completion of Car Park works.



## CAPITAL PROGRAMME MONITORING - MARCH 2019

	Original Budget	Current Budget	Actual YTD	Variance	Carry fwd (C) /Saving (S) /Overspend (O) /Acceln (A)	
Arena Car Park Enhancements	0	562	553	(9)	C	Complete. Balance is requested to be carry forward in the event of any emergent capital works.
Colliers Way Industrial Units	0	20	1	(19)	C	Sum to improve mains service connections to original Colliers Business Units 1 - 4 to be commissioned in 19/20.
Bridgford Hall	0	0	8	8	0	Final contract and works costs. This is not a true overspend as the sum of £30k was given up at the end of 17/18.
New Depot	2,500	2,385	100	(2,285)	C	Options for the old Depot site. £90k was committed (Cabinet 13.11.18) for works at Eastcroft, £28k of this spent. £400k of this underspend to be earmarked for a potential new loan opportunity to Streetwise; £100k to support additional specification of works to CLC Ventilation System.
RCCC Enhancements	0	100		(100)	C	Works on hold
Finch Close	0	50	44	(6)	S	Fees on the acquisition
Trent Boulevard	0	1,478	1,478	0		Acquisition and professional fees

## CAPITAL PROGRAMME MONITORING - MARCH 2019

	Original Budget	Current Budget	Actual YTD	Variance	Carry fwd (C) /Saving (S) /Overspend (O) /Acceln (A)	
6 Boundary Court	0	860	859	(1)	S	Acquisition and professional fees
Transport Safety Infrastructure	0	10		(10)	C	Works to be carried out in May 19, carry forward required.
Footpath Enhancements	0	19	18	(1)	S	Works complete.
Information Systems Strategy	130	297	179	(118)	Part C	£108k required to be carried forward to meet 19/20 commitments.
	<b>3,168</b>	<b>10,300</b>	<b>5,230</b>	<b>(5,070)</b>		
<b>NEIGHBOURHOODS</b>						
Wheeled Bins	80	90	76	(14)	C	Order placed for outstanding balance but not delivered, carry forward required.
Vehicle Replacement	200	200	177	(23)	S	Refuse freighter and Facilities van purchased.
Support for Registered Housing Providers	250	1,146	0	(1,146)	C	Options for committing this provision are being scoped. Carry forward requested.
Hound Lodge - Heating	40	0		0		Provision moved to Property Heating Upgrades
Assistive Technology	13	12	12	0		Agreed BCF allocation
Discretionary Top Ups	57	57	4	(53)	S	Agreed BCF allocation, underspend will support DFG overspend.

**CAPITAL PROGRAMME MONITORING - MARCH 2019**

	Original Budget	Current Budget	Actual YTD	Variance	Carry fwd (C) /Saving (S) /Overspend (O) /Acceln (A)	
Disabled Facilities Grants	447	537	608	71	O	The overspend was anticipated and will be funded from the BCF allocation in the year together with Capital Grants Unapplied from 17/18,
Arena Enhancements	0	140	(17)	(157)	Part C	£140,000 requested carry forward to meet potential capital works post build.
Car Park Resurfacing, WB	220	220		(220)	C	This scheme to be delivered in 19/20
Car Park Improvements - Lighting WB	0	50		(50)	C	Works to be undertaken with a view to achieving Safer Car Parks Standard. To be delivered 19/20.
WB Car Park Improvements - Lighting Other	110	110		(110)	C	This scheme to be delivered in 19/20
Bowls Floor & Carpet	0	65	58	(7)	S	Works completed
KLC Dry Change/Sports Hall Floor	30	30	13	(17)	S	£12k for Sports Hall Floor has been spent.
KLC Filter Replacement	30	30	9	(21)	S	Works complete, an upgrade carried out and not replaced.
BLC Artificial Turf Ptch	0	5	5	0		Release of final retention.
BLC Improvements	159	267		(267)	C	Provision for essential health and safety work. £100k earmarked for the upgrade of the athletics track. This work is to be carried out in 19/20. Any unspent provision needs to be carried

## CAPITAL PROGRAMME MONITORING - MARCH 2019

	Original Budget	Current Budget	Actual YTD	Variance	Carry fwd (C) /Saving (S) /Overspend (O) /Acceln (A)	
						forward.
CLC Pool Handling Ventilation System	100	200	8	(192)	C	Design costs incurred. Scheme to be delivered in 19/20.
EGC Fire Alarm System	0	13	12	(1)	S	Works complete.
EGC Upgrade Facilities	0	9	2	(7)	S	Final costs and retention release.
	<b>1,736</b>	<b>3,181</b>	<b>967</b>	<b>(2,214)</b>		
<b>COMMUNITIES</b>						
Capital Grant Funding	48	94	14	(80)	C	Commitments of £45k outstanding, the whole sum is requested to be carried forward to support the 19/20 programme.
The Hook Play Area	0	40	5	(35)	C	Planting works undertaken as part of work in progress
Play Areas - Special Expense	50	50	0	(50)	C	Carry forward requested to support schemes to be identified in 19/20.
The Hook Skatepark	0	210	206	(4)	C	Scheme complete, minor carry forward to complete planting.
West Park Fencing and Drainage	0	11	0	(11)	C	Drainage work still to be commissioned, carry forward is requested.
West Park Car Park Lighting	0	25	0	(25)	C	This scheme is to be delivered in

## CAPITAL PROGRAMME MONITORING - MARCH 2019

	Original Budget	Current Budget	Actual YTD	Variance	Carry fwd (C) /Saving (S) /Overspend (O) /Acceln (A)	
						19/20
West Park Public Toilet Upgrade	20	20	0	(20)	C	Scheme under review
West Park Sports Pavilion	40	0	0	0		Provision moved to Property Heating Upgrades
West Park Julien Cahn Pavilion	40	40	0	(40)	C	Scheme under review
CRCP - Car Park	0	45	43	(2)	S	Works complete and retention released.
Wresham Pavilion	35	0	0	0		Provision moved to Property Heating Upgrades
Lutterell Hall	35	0		0		Provision moved to Property Heating Upgrades
Skateboard Parks	250	250	160	(90)	C	The Hook Skatepark complete £100k grant, East Leake complete £60k grant. £150k for Radcliffe-on-Trent will be released in 19/20
Arena Public Art	0	25	0	(25)	C	For installation of iconic bench, carry forward requested to meet this commitment.
Gamston Community Centre - Heating	30	0		0		Provision moved to Property Heating Upgrades
Warm Homes on	54	54	36	(18)	S	Agreed BCF allocation £54k,

CAPITAL PROGRAMME MONITORING - MARCH 2019

	Original Budget	Current Budget	Actual YTD	Variance	Carry fwd (C) /Saving (S) /Overspend (O) /Acceln (A)	
Prescription						underspend will support DFG overspend.
	602	864	464	(400)		
<b>FINANCE &amp; CORPORATE SERVICES</b>						
NCCC Loan	0	822	72	(750)	C	A further tranche of the loan released, balance to be carried forward. Further plans on spend will be notified in the Autumn of 2019.
Streetwise Loan	0	15	15	0		New advance to purchase a chipper
Asset Investment Strategy	6,300	9,561	0	(9,561)	Part C	Carry forward request of £4.761m, the balance of £4.8m consists of identified schemes now included in the 19/20 Capital Programme.
	6,300	10,398	87	(10,311)		
<b>CONTINGENCY</b>						
Contingency	100	28	0	(28)	C	Allocation made for Fire Alarm System at EGC £13k, additional Wheeled Bins £10K, Footpath Enhancements £19k and £10k Transport Safety, £5k BLC ATP, £15k Streetwise commercial loan
	100	28	0	(28)		

**CAPITAL PROGRAMME MONITORING - MARCH 2019**

	Original Budget	Current Budget	Actual YTD	Variance	Carry fwd (C) /Saving (S) /Overspend (O) /Acceln (A)
<b>TOTAL</b>	<b>11,906</b>	<b>24,771</b>	<b>6,748</b>	<b>(18,023)</b>	


**Summary:**

Carry Forwards	(13,118)
Savings	(167)
Overspends	79
Removed from programme	(4,817)
<b>TOTAL</b>	<b>18,023</b>


# Performance Monitoring


## Strategic Tasks

### Delivering economic growth to ensure a sustainable, prosperous and thriving local economy


Current Task Status	ST1620_01	Lead officer	Success measurement
	Develop a programme of Growth Boards initially focusing on West Bridgford, Bingham and Radcliffe on Trent to support economic growth and infrastructure in these areas	Kath Marriott	A long term vision for each area, which meets the needs of new and existing residents and businesses as well as contributing to the Borough as a whole, exists and is used by all relevant stakeholders in decision making
Target date	31-Mar-2020	Progress	The West Bridgford Way launch event was very successful attracting over 100 businesses. The website and social media channels are now live. A follow up retail focussed event is being planned for August to try to better engage retailers with development work.  East Leake Growth Board received an update from Severn Trent Water and NCC Education Team. The next meeting will have a focus on health and proposals from NCC Highways about the T-junction in the village.  The focus for the Bingham work is the developments at Chapel Lane and the various funding bids being sought to support this work. A new market manager has been appointed for 12 months. The manager's focus is to drive up footfall and improve the market offer as well as delivering other events throughout the year to deliver the aspirations set out in the masterplan.
Completed Date			
Performance Measures & Indicators			Risks
Publish report of the West Bridgford Commissioner by December 2016 – COMPLETE			CRR_TR17 Inability to draw down Growth Deal 2 funding within specified timescales
Complete assessment of need for future Growth Boards in the Borough by March 2017– COMPLETE			
Identify funding and investment opportunities following the publication of the Tudor Square Masterplan and retail study by March 2018 – ONGOING			
Create actions plans for the Growth Boards by March 2018 – COMPLETE			




Current Task Status	ST1620_02		Lead officer	Success measurement
	Proactively engage with partnership activities to maximise the benefits of collaborative working for Rushcliffe residents and businesses, including: • Playing an active role in D2N2 • Combined Authority • Collaboration Partners		Chief Executive	An efficient Council that leverages the best advantage from partnership activities for the residents and businesses of Rushcliffe
Target date	31-Mar-2020	Progress	The Strategic Growth Board received an update on the D2N2 (Local Enterprise Partnership - LEP) governance review, the proposed development corporation and the strategic sites on 1 April 2019.	
Completed Date			The Innovation Discovery day will be held on 24 June 2019 and we are working closely with the LEP on this as it will help shape their Local Industrial Strategy and innovation board action plan.	
Performance Measures & Indicators			Risks	
LIFCS60 Value to date of savings generated as a result of partnership activities			CRR_CO02 Failure of public sector partnerships/ withdrawal of financial support	
LIFCS61 Number of new initiatives operational resulting from work with Collaboration Partners including Combined Authority and D2N2				


Current Task Status	ST1620_03		Lead officer	Success measurement
	Activate the Asset Investment Strategy to maximise the Council's asset portfolio as the conditions prescribed in the Strategy arise		Peter Linfield	Income from the Council's investments is maximised to protect and secure the future provision of services to the community
Target date	31-Mar-2020	<b>Progress</b>	<p>The progress on the Asset Investment Strategy has slowed due to current market conditions; there have been no new acquisitions during the quarter 4 period.</p> <p>Acquisitions this year include:</p> <ul style="list-style-type: none"><li>• Coop, Trent Boulevard</li><li>• Boundary Court, Castle Donington</li></ul> <p>The activity resulting from the strategy is reported to the Asset Investment Group and thereafter the Corporate Governance Group.</p>	
Completed Date				
Performance Measures & Indicators			Risks	
LIFCS13 Percentage of Investment Strategy committed			CRR_FCS08 Inadequate capital resources	
LIFCS14 Value of income generated as a result of the Investment Strategy being activated			CRR_FCS12 Risk and return from Asset Investment Strategy	


Current Task Status	ST1620_04	Lead officer	Success measurement
	Work with partners to progress infrastructure projects,	Dave	Residents and businesses

	including: • Improvements to the A52 • Improvements to the rail connections between Nottingham and Grantham • Feasibility of a fourth Trent crossing		Mitchell	benefit from improved road and rail infrastructure links in key areas of the Borough
Target date	31-Mar-2020	Progress	Works to the Gamston roundabout, Stragglethorpe Road and Bingham Road, Radcliffe on Trent junctions are due to commence in the autumn/winter 2019. Around the same time, it is expected that Highways England will announce the preferred designs for the Nottingham Knight and Wheatcroft roundabouts, with their construction due to start during 2022.	
Completed Date			The promotion and business case for the improved services at Bingham and Radcliffe on Trent railway stations (Poacherline) are subject to uncertainty at present in the wake of the awarding of the East Midlands rail franchise to Abellio, who will take over from Stagecoach in August 2019.  As previously updated, Rushcliffe Borough Council supported the commissioning of a further study in conjunction with partners to consider the benefits of constructing a new 'fourth' river crossing to the east of the City. This proposal is currently not being progressed.	
Performance Measures & Indicators				Risks
Complete feasibility study for the fourth Trent crossing by March 2017 – COMPLETE				CRR_CO02 Failure of public sector partnerships/ withdrawal of financial support
Complete feasibility study for improvements to rail connections by March 2018 – COMPLETE				
LICO60a Contributions received as a percentage of current developer contributions				
LICO60b Value of future developer contributions to infrastructure funding				
Current Task Status	ST1620_05	Lead officer	Success measurement	
	Regenerate Cotgrave	Kath Marriott	Residents and businesses benefit from improved road and rail infrastructure links in key areas of the Borough	
Target date	31-Mar-2020	Progress	The public realm work is progressing, car parking / landscaping works have commenced and completion is expected in July 2019.	
Completed Date			All units in the Phase 2 development have been acquired and will be demolished by mid-June 2019 with a view to submitting a pre-app in summer 2019.	
Performance Measures & Indicators				Risks
Planning application submitted for Cotgrave Town Centre by September 2016 – COMPLETE				CRR_CO02 Failure of public sector partnerships/ withdrawal of financial support
LITR30 Number of apprenticeships created as part of the of Cotgrave development				
LITR31 Percentage of new private homes on the colliery site completed				CRR_TR17 Inability to draw down Growth Deal 2 funding within specified timescales
LITR32 Percentage of new affordable homes on the colliery site completed				
LITR33 Percentage of new homes on the colliery site occupied				
LITR34 Percentage of employment units on the Cotgrave colliery site occupied				
Current Task	ST1620_06	Lead officer	Success measurement	


Status			
	Contribute towards economic growth in the Borough	Kath Marriott	The Borough is a more prosperous area with an improved offer to attract new investment creating new employment opportunities and ensuring thriving local businesses
Target date	31-Mar-2020	Progress	An event to promote European Social Fund Moveahead and Stayahead was held at Trent Bridge on 27 February 2019 and attracted around 100 businesses.
Completed Date			A Brexit readiness event was organised with the Chamber and had around 20 attendees. RBC are now members of the Chamber and we are planning further events with them in the future including a public procurement event later in 2019.  The Fairham Pastures web page is now live on the website. The next meeting of the Fairham Board was on the 10 June 2019 and a communications update for the website and parish councils will follow.  The funding bid for the Future High Streets Fund was submitted as well as the two bids for the N2 Town centres funding (Chapel Lane, Bingham and Cotgrave) and a Sustainable Urban Development (SUD) bid has been submitted for Chapel Lane.  The outline business case for the £750k allocated to Chapel Lane from the Growth Deal has been submitted and we are awaiting feedback. The full application is due at the end of the year.  An update about the £2.5m Growth Deal funding provisionally allocated to Fairham Pastures was given to the Infrastructure and Investment Board on 30 May 2019.
Performance Measures & Indicators			Risks
Submit funding application for Sustainable Urban Development (SUD) funding to Nottingham City Council by July 2016.			
LITR35 Percentage of Growth Deal money drawn down and allocated			
LITR36 Percentage of new homes at the Land North of Bingham completed			

## Maintaining and enhancing our residents' quality of life


Current Task Status	ST1620_07	Lead officer	Success measurement
	Activate the Leisure Strategy to best provide leisure facilities and activities as the conditions prescribed in the Strategy arise	Dave Mitchell	Rushcliffe residents continue to benefit from superb leisure facilities across the Borough helping them to maintain healthy lifestyles with easy access to a range of leisure facilities
Target date	31-Mar-2020	Progress	Bingham Chapel Lane Leisure Centre and Office project: an invitation to tender for a multi-disciplinary design team was issued on 26 April 2019. Evaluation followed the closing date on 31 May, and recruitment will lead to design works commencing from the beginning of July 2019. The first meeting of the Member working group is scheduled for 25 June 2019.
Completed Date			
Performance Measures & Indicators			Risks
Complete review of Bingham Leisure Centre by December 2017 – COMPLETE			CRR_FCS20 Failure to properly manage and deliver significant projects - Leisure and Office move
Arena leisure centre operational by January 2017 – COMPLETE			
Complete review of Edwalton Golf Courses by March 2017 – COMPLETE			
LICO61a Percentage increase in population taking part in sport and physical activity at least twice in last month			
LIFCS01 Percentage of users satisfied with sports and leisure centres			


Current Task Status	ST1620_08	Lead officer	Success measurement
	Facilitate activities for Children and Young People to enable them to reach their potential	Dave Mitchell	Young people in Rushcliffe are provided with a range of opportunities to develop their self-confidence, knowledge and skills to enable them to play an active role in their community and be ready for the world of work.
Target date	31-Mar-2020	Progress	<p>The Hook Skatepark was officially opened on 25 May 2019 with a celebration of skate culture including demonstrations, skills coaching, competitions and music. The project has been shortlisted for two awards at the East Midlands construction awards (Innovation and Value).</p> <p>Radcliffe on Trent skatepark design and construction contract has been awarded to Canvas who have scheduled a start on site date of September 2019.</p> <p>Positive Futures and YouNG programmes are progressing well with 175 accredited qualifications being achieved in the period January to March 2019.</p>
Completed Date			
Performance Measures & Indicators			Risks
Establish the format of YouNG as a Community Interest Company by December 2016			
LICO70a Number of young people engaged with positive futures programme			

LICO70b Number of work experience places organised	
LICO70c Number of apprenticeships organised within the Council	


Current Task Status	ST1620_09		Lead officer	Success measurement
	Deliver Part 2 of the Rushcliffe Local Plan		Dave Mitchell	Existing residents and potential residents wanting to relocate within or move to the Borough have adequate access to appropriate housing
Target date	31-Mar-2020	Progress	The Local Plan 2's examination hearings were held between 27 November and 13 December 2019.	
Completed Date			Following the hearings, a list of suggested modifications arising from discussions at the hearings has been drafted in liaison with the examination Inspector. The list is close to being finalised and published for consultation. The consultation will be for six weeks and those comments received will be forwarded to the Inspector for consideration as part of finalising the report to the Council.	
			Subject to the Inspector confirming that the plan is sound with the modifications consulted on, it can then be adopted. It is hoped that the Plan will be in a position to be adopted at the Full Council meeting on 19 September 2019.	
Performance Measures & Indicators				Risks
Complete second stage of Green Belt Review by December 2016				CRR_CO04 Inability to demonstrate a five year supply of deliverable housing sites against the housing target leading to further development on unallocated sites
Adopt part two of the Local Plan by December 2017				
LICO74 Number of Neighbourhood Plans adopted				
LICO75 Percentage of homes built on allocated sites at key rural settlements				
LICO76 Percentage of new homes built against the target within the Local Plan				

## Transforming the Council to enable the delivery of efficient high quality services







Current Task Status	ST1620_10		Lead officer	Success measurement
	Deliver the Medium Term Financial Strategy (MTFS)		Peter Linfield	Residents are confident that the Council is well run, financially sound and delivering the services they need
Target date	31-Mar-2021	Progress	There was an overall underspend at the end of 2018/19 with efficiencies identified during the year..	
Completed Date				
Performance Measures & Indicators				Risks
LIFCS15 Value of savings achieved by the Transformation Strategy against the programme at the start of the financial year				CRR_FCS13 Failure to deliver the Transformation Strategy
LIFCS16 Percentage of residents believing the council provides value for money				
LIFCS49 Percentage of residents satisfied with the service the Council provides				

Current Task Status	ST1620_11	Lead officer	Success measurement
	Continue to reduce cost and increase efficiencies	Kath Marriott	Residents are able to access Council services and information at a time and in a way that suits them
Target date	31-Mar-2020	Progress	MyAccount will be launched to residents in June 2019 following a period of testing and will provide access to a range of services that will expand over time and provide a history of contact made with real-time progress.  Garden Waste registration will be possible through the new MyAccount Portal in September 2019.  The project will complete in its entirety in September 2019.
Completed Date			
Performance Measures & Indicators			Risks
LIFCS40 Combined number of Social Media followers			CRR_CO02 Failure of public sector partnerships/ withdrawal of financial support
LITR03a Percentage increase in self-serve transactions			
LITR04 Percentage of residents satisfied with the variety of ways they can contact the Council			CRR_TR12 Long term loss/failure of main ICT systems
LITR12b Percentage of Customer Access Strategy delivered			

Current Task	ST1620_12	Lead officer	Success measurement
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Status			
	Continue to develop the Council's Property Portfolio to enhance the Council's financial position and deliver community outcomes	Kath Marriott	Property owned by the Council is utilised to its full potential or used to generate income for the Council enabling it to keep Council Tax as low as possible
Target date	31-Mar-2020	Progress	Relocation of the Abbey Road depot – Recycling2Go services moved to the Eastcroft depot in May 2019. Options are being pursued to relocate Streetwise by October. An application for outline planning permission for the vacant Abbey Road depot site was considered in June 2019.
Completed Date			
Performance Measures & Indicators			Risks
New Council offices at Rushcliffe Arena operational by spring 2017 – COMPLETE			CRR_FCS12 Risk and return from Asset Investment Strategy
Complete Bridgford Hall building works by Spring 2017 2017 – COMPLETE			
Finalise business case for the disposal the Civic Centre by December 2017 – COMPLETE			CRR_TR04 Failure to properly manage our property assets
Preferred site identified and business case prepared for Depot relocation by March 2018 – COMPLETE			
Depot relocated by March 2020			

## Performance Highlights

Communities								
Status	Ref.	Description	15/16	16/17	17/18	Q4 2018/19		
			Value	Value	Value	Value	Target	Long Trend
	LICO42	Processing of planning applications: Major applications dealt with in 13 weeks or agreed period	83.00%	88.00%	90.00%	78.60%	70.00%	
	LICO46a	Percentage of appeals allowed against total number of Major planning applications determined by the authority	-	-	New	7.1%	10%	
	LICO46b	Percentage of appeals allowed against total number of Non-Major planning applications determined by the authority	-	-		0.57%	10%	



Finance & Corporate Services								
Status	Ref.	Description	15/16	16/17	17/18	Q4 2018/19		
			Value	Value	Value	Value	Target	Long Trend
✓	LIFCS15	Value of savings achieved by the Transformation Strategy against the programme at the start of the financial year		£0.795m	£0.687m	£0.935m	£0.622m	↑
✓	LIFCS20	Percentage of Council Tax collected in year	99.13%	99.20%	99.31%	99.30%	99.20%	↑
✓	LIFCS21	Percentage of Non-domestic Rates collected in year	98.50%	99.30%	99.53%	99.20%	99.00%	↑
✓	LIFCS22	Average time taken to process Housing Benefit/Council Tax Benefit new claims and change events	6.7 days	5.61 days	7.23 days	5.88 days	8.5 days	↑
✓	LIFCS43	Percentage of Community Support Grant allocation spent to date	75%	82%	80.27%	84.1%	85%	↑

Neighbourhoods								
Status	Ref.	Description	15/16	16/17	17/18	Q4 2018/19		
			Value	Value	Value	Value	Target	Long Trend
✓	LINS24	Number of affordable homes delivered	79	73	112	202	108	↑
✓	LINS25	Number of households living in temporary accommodation	6	4	6	4	10	↑
✓	LINS27a	Average length of stay of all households in temporary accommodation		12weeks	9weeks	5weeks	15weeks	↑
✓	LINS32	Average waiting time of applicants rehoused by Choice Based Lettings	30 weeks	35 weeks	32 weeks	31 weeks	35 weeks	↓
✓	LINS37	Domestic burglaries per 1,000 households	4.22	6.11	10.04	8.47	9.33	↓
✓	LINS38	Robberies per 1,000 Population	0.22	0.23	0.33	0.29	0.29	↓
✓	LINS51	Number of leisure centre users - public	1,262,202	1,254,363	1,400,866	1,446,583	1,339,900	↑



✓	LINS60	Number of users of paid council car parks	552,876	512,619	543,646	601,071	555,000	↑
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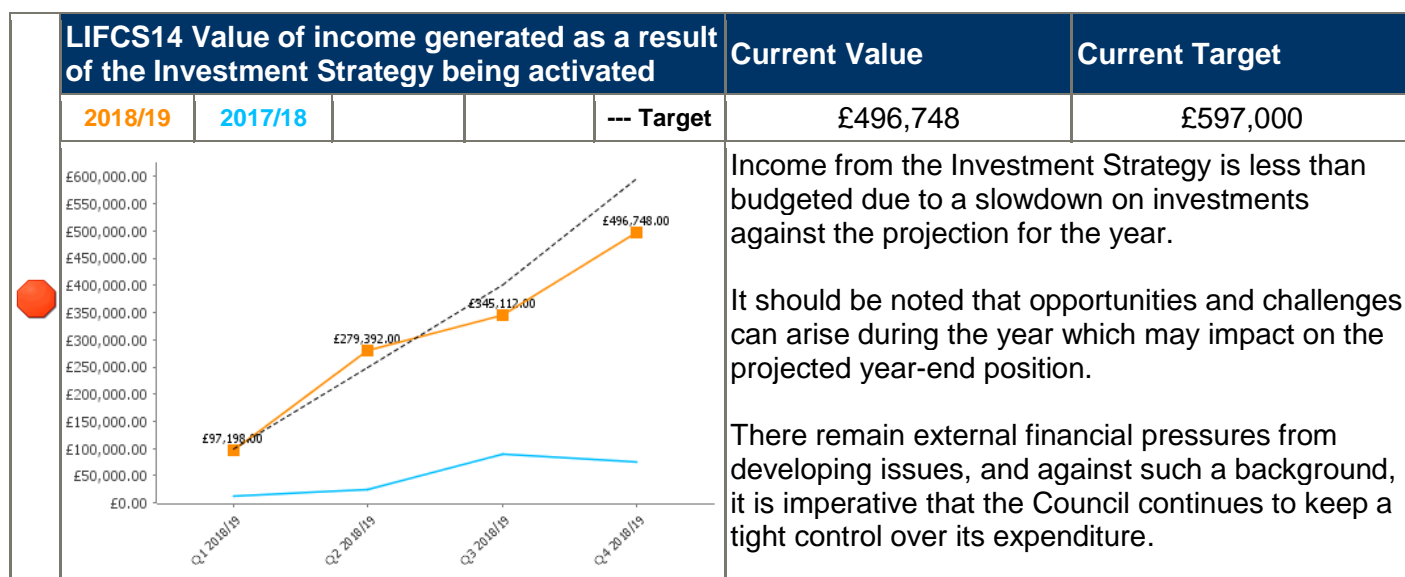
## Transformation

Status	Ref.	Description	15/16	16/17	17/18	Q4 2018/19		
			Value	Value	Value	Value	Target	Long Trend
✓	LITR11b	Percentage of telephone enquiries to RCCC resolved at first point of contact	89.33%	83.58%	88.5%	92%	86%	↑
✓	LITR12	Percentage of RBC owned industrial units occupied	99.38%	99.45%	94.4%	99.09%	96%	↑
✓	LITR13	Level of income generated through letting property owned by the Council but not occupied by the Council	£1236386	£1246644	£984386	£1376263	£1326010	↑
✓	LITR15	Percentage of privately owned industrial units occupied	95.98%	95.06%	94.39%	95.6%	92%	↑
✓	LITR51	Corporate Sickness - number of days lost to sickness absence	8.50	7.65	7.44	7.70	8.00	↑

## Performance Exceptions – quarter 4

LIFCS13 Percentage of Investment Strategy committed					Current Value	Current Target
2017/18	2016/17			--- Target	83%	90%
					<p>Investment slowed down with more of an emphasis looking at investing in the Borough rather than outside the Borough.</p> <p>It should be noted that opportunities and challenges can arise during the year which may impact on the projected year-end position.</p> <p>There remain external financial pressures from developing issues, and against such a background, it is imperative that the Council continues to keep a tight control over its expenditure.</p>	

# Performance Exceptions – quarter 1-3

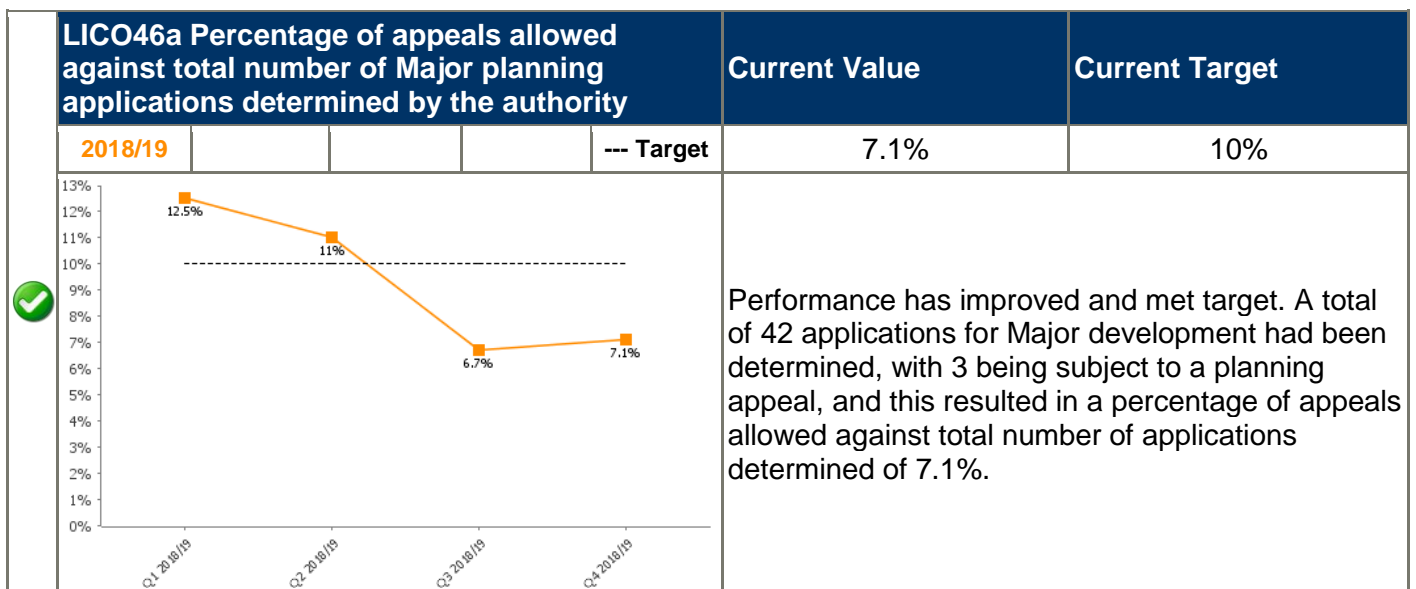
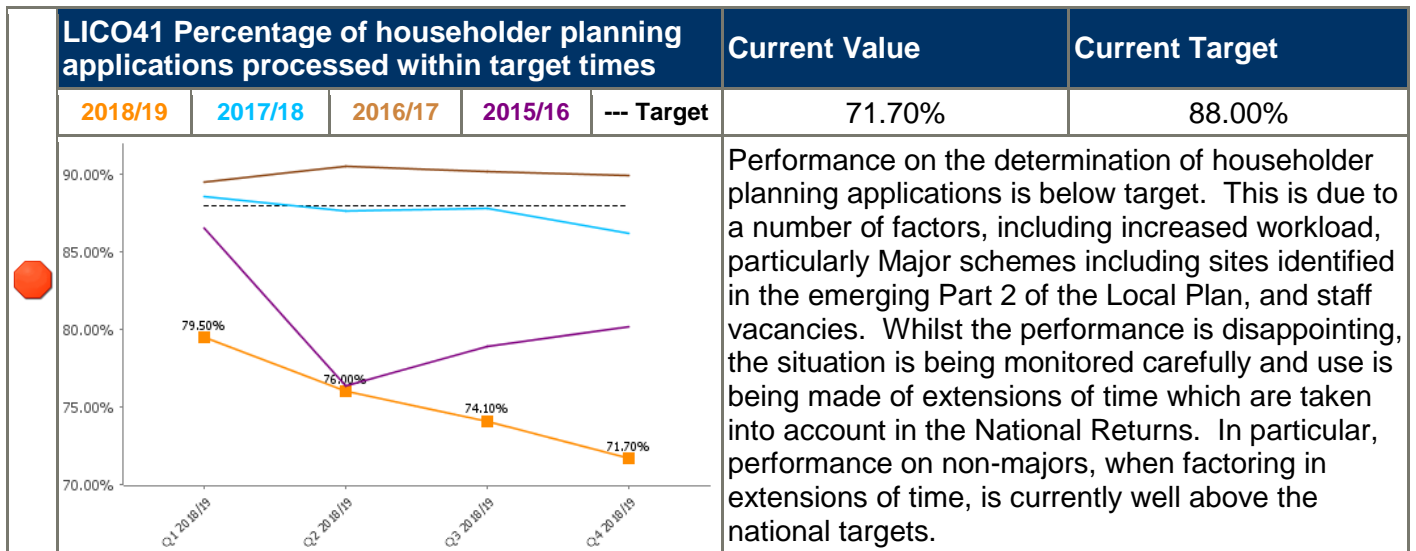


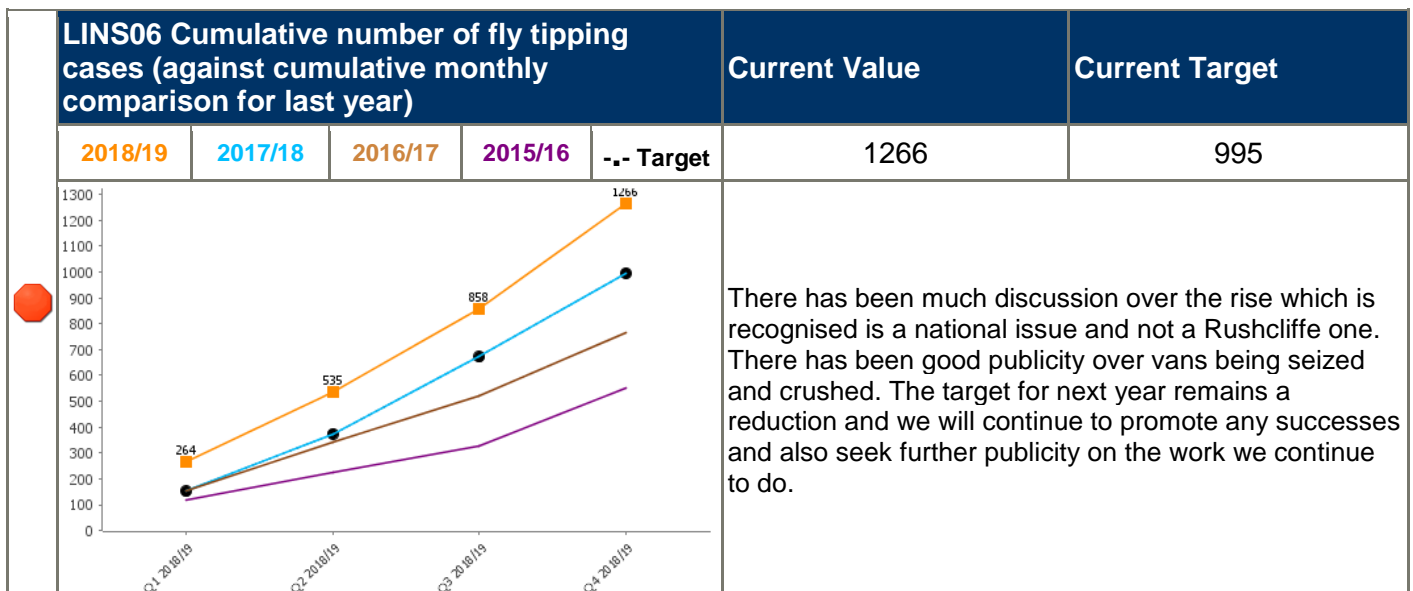
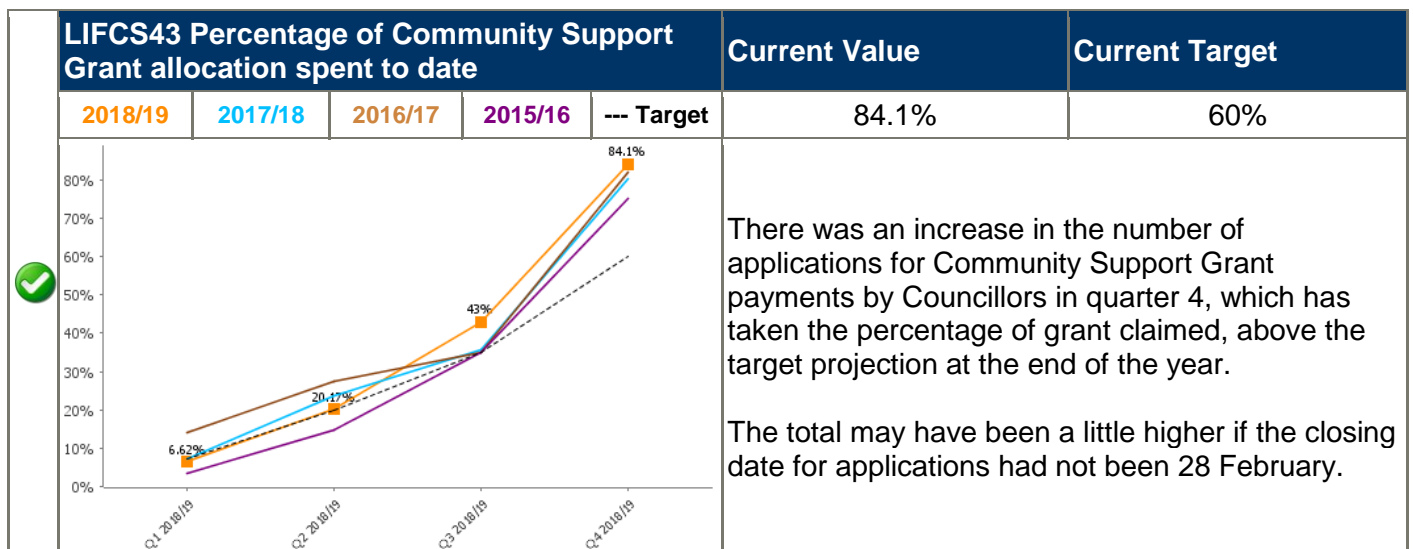
The three performance indicators below are taken from the Residents' Survey (2018) which is run every three years and are under the target set. Despite continuing to deliver an ambitious Corporate Strategy focused on improving growth within the borough whilst ensuring that vital services are maintained; this is against a background of reducing Government grant and other financial pressures. It should also be noted that the survey received 543 responses, which is over the 500 responses required for statistical validation; and the results are, in most instances, above the average when compared with other authorities conducting similar surveys.

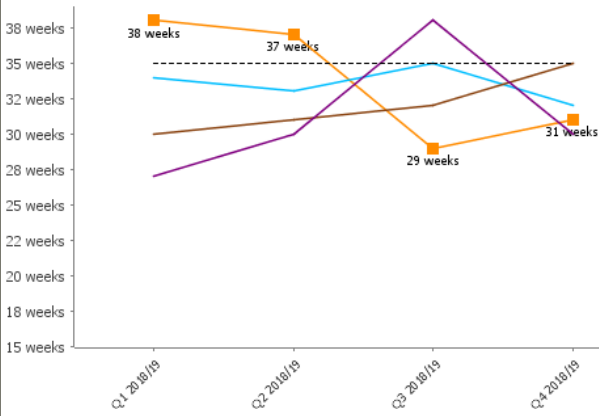
LIFCS49 Percentage of residents satisfied with the way Rushcliffe Borough Council runs things					
2018/19	Target	2017/18	2016/17	2015/16	
63%	70%	No survey	No survey	76%	

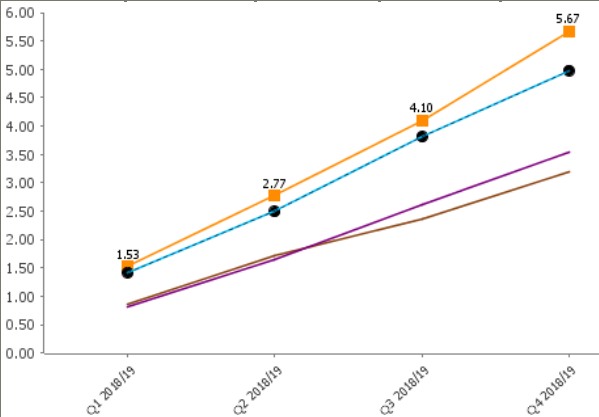
LIFCS57 Percentage of residents who believe they can influence decisions that affect their local area					
2018/19	Target	2017/18	2016/17	2015/16	
31%	45%	No survey	No survey	37%	

LINS05 Percentage of residents satisfied with the cleanliness of streets within the Borough					
2018/19	Target	2017/18	2016/17	2015/16	
63%	73%	No survey	No survey	78%	























LINS32 Average waiting time of applicants rehoused by Choice Based Lettings					Current Value	Current Target
2018/19	2017/18	2016/17	2015/16	--- Target	31 weeks	35 weeks
 <p>The average waiting time of all applicants over the last 12 months is 31 weeks. In total 345 people were rehoused. The target has been achieved.</p> <p>This figure is affected by many factors including the number of properties advertised, the length of time applicants in lower bands (sheltered only or downsizers) are prepared to wait for a property of choice rather than out of need. The figure is skewed therefore by the ten cases that have waited a long time (these cases waited several years by choice). As these few cases drop off the average waiting time will improve.</p> <p>As a result to the changes to the allocations policy there are fewer band 1 and Band 2 cases, and the majority of applicants being rehoused are from Band 3 and therefore are likely to have been waiting longer, which has affected the average waiting time overall.</p>						

LINS39 Vehicle crimes per 1,000 population					Current Value	Current Target
2018/19	2017/18	2016/17	2015/16	--- Target	5.67	4.98
 <p>We have and will continue to undertake an education campaign in partnership with South Notts Police at known vehicle crime hotspots within the Borough which include both Morrisons and Asda car parks and also the Nottingham Knight Premier Inn car park. This campaign involves leaving an advisory leaflet on vehicles where items have been left on show which may be an attraction to offenders</p>						























# Corporate Scorecard

## Communities































Status	Ref.	Description	Q4 2018/19			2018/19
			Value	Target	Long Trend	Target
	LICO41	Percentage of householder planning applications processed within target times	71.70%	88.00%		88.00%
	LICO42	Processing of planning applications: Major applications dealt with in 13 weeks or agreed period	78.60%	70.00%		70.00%
	LICO46a	Percentage of appeals allowed against total number of Major planning applications determined by the authority	7.1%	10%		10%
	LICO46b	Percentage of appeals allowed against total number of Non-Major planning applications determined by the authority	0.57%	10%		10%
	LICO59	Income received for fee earning pre planning application advices	£66,526.36	No target		No target
	LICO60a	Contributions received as a percentage of current developer contributions	39.75%	No target		No target
	LICO60b	Value of future developer contributions to infrastructure funding	£30.90m	No target		No target
	LICO70a	Number of young people engaged with positive futures programme	354	No target		No target
	LICO70b	Number of work experience places organised	68	No target		No target

\*Former LICO46 Planning appeals allowed against authority's decision – this indicator has been replaced by two separate indicators due to the implementation of new reporting to Government.

## Finance & Corporate Services

Status	Ref.	Description	Q4 2018/19			2018/19
			Value	Target	Long Trend	Target
	LIFCS10	Percentage of invoices for commercial goods and services which were paid by the authority in payment terms	97.70%	99.00%		99.00%
	LIFCS13	Percentage of Investment Strategy committed	83%	90%		90%
	LIFCS14	Value of income generated as a result of the Investment Strategy being activated	£496,748	£597,000		£597,000
	LIFCS15	Value of savings achieved by the Transformation Strategy against the programme at the start of the financial year	£0.935m	£0.622m		£0.622m
	LIFCS20	Percentage of Council Tax collected in year	99.30%	99.20%		99.20%
	LIFCS21	Percentage of Non-domestic Rates collected in year	99.20%	99.00%		99.00%
	LIFCS22	Average time taken to process Housing Benefit/Council Tax Benefit new claims and change events	5.88 days	8.5 days		8.5 days
	LIFCS43	Percentage of Community Support Grant allocation spent to date	84.1%	60%		85%
	LIFCS49	Percentage of residents satisfied with the way Rushcliffe Borough Council runs things	63%	70%		70%
	LIFCS50	Number of complaints received by the council at initial stage	51	No target		No target
	LIFCS57	Percentage of residents who believe they can influence decisions that affect their local area	31%	45%		45%

























## Neighbourhoods

Status	Ref.	Description	Q4 2018/19			2018/19
			Value	Target	Long Trend	Target
	LINS05	Percentage of residents satisfied with the cleanliness of streets within the Borough	63%	73%		73%
	LINS06	Cumulative number of fly tipping cases (against cumulative monthly comparison for last year)	1266	995		995
	LINS15	Percentage of food establishments achieving a hygiene rating of 4 or 5	90.0%	92.0%		92.0%
	LINS17	Percentage of residents satisfied with the refuse and recycling service	81%	80%		80%
	LINS18	Percentage of household waste sent for reuse, recycling and composting	49.10%	50.00%		50.00%
	LINS24	Number of affordable homes delivered	202	108		108
	LINS25	Number of households living in temporary accommodation	4	10		10
	LINS27a	Average length of stay of all households in temporary accommodation	5 weeks	15 weeks		15 weeks
	LINS29a	Number of successful homelessness preventions undertaken	208	No target		No target
	LINS32	Average waiting time of applicants rehoused by Choice Based Lettings	31 weeks	35 weeks		35 weeks
	LINS37	Domestic burglaries per 1,000 households	8.93	10.04		10.04
	LINS38	Robberies per 1,000 Population	0.30	0.33		0.33
	LINS39	Vehicle crimes per 1,000 population	5.67	4.98		4.98
	LINS51	Number of leisure centre users - public	1,446,583	1,339,900		1,339,900
	LINS60	Number of users of paid council car parks	601,071	555,000		555,000

LINS29a Number of successful homelessness preventions undertaken – due to legislation changes the collection of this indicator changed and has replaced the former LINS29. (Note: Incorrect description amended).



## Transformation

Status	Ref.	Description	Q4 2018/19			2018/19
			Value	Target	Long Trend	Target
	LITR01	Percentage of users satisfied with the service received from the Rushcliffe Community Contact Centre	100.0%	95.0%		95.0%
	LITR03a	Percentage increase in self-serve transactions	2.25%	No target		No target
	LITR04	Percentage of residents satisfied with the variety of ways they can contact the Council	72%	75%		75%
	LITR09	Percentage of customer face to face enquiries to RCCC responded to within 10 minutes	86%	85%		85%
	LITR11b	Percentage of telephone enquiries to RCCC resolved at first point of contact	92%	86%		86%
	LITR12	Percentage of RBC owned industrial units occupied	99.09%	96%		96%
	LITR13	Level of income generated through letting property owned by the Council but not occupied by the Council	£1,376,263	£1,326,010		£1,326,010
	LITR15	Percentage of privately owned industrial units occupied	95.6%	92%		92%
	LITR35	Percentage of Growth Deal money drawn down and allocated	48%	48%		48%
	LITR36	Percentage of new homes at the Land North of Bingham completed	5%	5%		5%
	LITR51	Corporate Sickness - number of days lost to sickness absence	7.70	8.00		8.00
	LITR54	Number of apprenticeships organised within the Council	8	8		8

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