

Public Document Pack

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Date: Friday 23 August 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 Tuesday, 3 September 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 'S Sull'.

Sanjit Sull
Monitoring Officer

AGENDA

1. Apologies for Absence
2. Declarations of Interest
3. Minutes of the meeting 20 June 2019 (Pages 1 - 6)
4. Implementation of Change

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

5. Consideration of Scrutiny Work Programmes (Pages 7 - 14)

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

6. Consideration of Requests for Scrutiny for Councillors

A verbal update will be provided.

7. Finance and Performance Monitoring Q1 (Pages 15 - 38)

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

In person
Monday to Friday
8.30am - 5pm
First Saturday of
each month
9am - 1pm

By telephone
Monday to Friday
8.30am - 5pm

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8. Customer Feedback Annual Report (Pages 39 - 44)

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

9. Corporate Strategy Update (Pages 45 - 68)

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

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**MINUTES
OF THE MEETING OF THE
CORPORATE OVERVIEW GROUP
THURSDAY, 20 JUNE 2019**

Held at 7.00 pm in the Council Chamber Area B, Rushcliffe Arena, Rugby Road,
West Bridgford

PRESENT:

Councillors T Combellack (Chairman), B Bansal, A Brennan, N Clarke,
F Purdue-Horan, J Walker and J Wheeler

ALSO IN ATTENDANCE:

1 member of the public

OFFICERS IN ATTENDANCE:

L Ashmore	Executive Manager - Transformation
D Banks	Executive Manager - Neighbourhoods
C Caven-Atack	Performance, Reputation and Constitutional Services Manager
P Linfield	Executive Manager - Finance and Corporate Services
K Marriott	Chief Executive
S Whittaker	Financial Services Manager
J Wilkinson	Safety and Risk Management Advisor
L Webb	Democratic Services Officer

1 Apologies for Absence

There were no apologies.

2 Declarations of Interest

There were no declarations of interest.

3 Role and Remit Presentation

The Service Manager – Finance and Corporate Services delivered a presentation on the role and remit of the Corporate Overview Group. The presentation reminded members of the Group about their terms of reference and explained the role of the scrutiny champion and the role of a critical friend. It was noted that the Group would be scrutinising financial and performance management reports on a quarterly basis and delegating any necessary investigations into concerning elements of these reports to the most appropriate scrutiny group via their work programme.

4 Health and Safety Annual Report

The Safety and Risk Management Advisor presented the report of the Executive Manager – Transformation and Operations which provided a summary of the Council's health and safety performance during the period 1 April 2018 to 31 March 2019. The Safety and Risk Management Advisor delivered a presentation to the Group which covered:

- Progress to achieve goals
- Training
- Number of accident forms completed
- Accident forms by type
- Number of days absent
- Loss of time due to injuries
- Accidents to the public

Following the presentation, the Group asked questions regarding water safety training. It was explained that water safety awareness training was carried out to aid staff in case there was a flooding incident. It was noted that the training included handling sand bags and driving through water. The Group was pleased to note that the number of users at the Council's leisure centres compared to accidents.

The Safety and Risk Management advisor explained that due to the move from the Civic Centre to Rushcliffe Arena it was not necessary to have more members of staff trained to use the evac chair as there was only one flight of stairs at Rushcliffe Arena. It was noted that the majority of staff who were first aiders, and trained to use the evac chair, were Business Support Unit staff as they were fixed office staff. The Group were also pleased that mental health first aid training had been delivered to the Council's 'work place health champions'.

It was noted that the Health and Safety Advisor was working with the Health and Safety Team at Nottingham City Council due to refuse staff moving from the depot site at Abbey Road West Bridgford to the Eastcroft depot in Nottingham.

It was RESOLVED that:

- a) The report of the Executive Manager – Transformation and Operations be noted.
- b) The detailed information contained in the Annual Health and Safety report be noted.
- c) The significant progress made against the health and safety goals and objectives previously agreed by Corporate Governance Group for the financial year 2018/19.
- d) The proposed health and safety objectives for 2019/20 as set out in the report be endorsed.

5 Implementation of Change

The Service Manager – Finance and Corporate Services provided a verbal update on the progress of the scrutiny review at the Council. The Service Manager was pleased to note that Rushcliffe and Charnwood borough councils

were providing each other mutual support through the transition of scrutiny in both authorities. The Service Manager informed the Group that East Midlands Councils were delivering a training session to Councillors on the 17 July. The Service Manager also reported upon the Centre for Public Scrutiny (CfPS) Symposium which she and the Chairman had attended that day. She further recommended that the Group read the Government's new Statutory Guidance for Overview and Scrutiny and the Good Scrutiny Guide published today by the Centre for Public Scrutiny.

6 Creation of Work Programmes

The Chairman raised her suggestions based on the report of the Executive Manager – Finance and Corporate Services which intended to act as a guide to aid the discussion and development of the Council's scrutiny group work programmes for 2019/20. The Chairman suggested that there were a lot of topics which had to be discussed and, therefore, the Groups should be split into working groups in order for Councillors to be able to focus on individual topics in detail. The Executive Manager – Transformation and Operations responded by stating that implementing additional meetings during the transitional period for scrutiny would be resource intensive and counter to the principles of the new scrutiny arrangements; and instead suggested that the Groups focus on one topic per meeting so that the discussion could be more focused.

The Chairman of the Growth and Development Scrutiny Group suggested that the proposed development on the depot site at Abbey Road, West Bridgford be scrutinised at the first meeting scheduled for September 2019 as it was key to ensure that the Council's aspirations and conditions for the development of the site were being met.

It was also suggested that the Growth and Development Scrutiny Group scrutinise the Community Infrastructure Levy in September, the economic growth function of the Council in January, and customer service and digital transformation in March. The Chairman of the Governance Scrutiny Group noted that treasury management, investments and commercialism would be topics that would be scrutinised throughout 2019/20. The Executive Manager – Finance and Corporate Services explained that many of the items on the Governance Scrutiny Group work programmes would be standard items previously scrutinised by the Corporate Governance Group.

The Chairman of the Communities Scrutiny Group suggested that the Council's carbon management plan be scrutinised in October following the motion proposed and adopted by Council in March 2019. Other items selected for the Communities Scrutiny Group included a review of community partnerships (Positive Futures and Young), the provision of community hall facilities and engagement with the LEP.

It was RESOLVED that:

- a) The report of the Executive Manager – Finance and Corporate Services be noted.
- b) The work programmes presented in appendix two of the report be agreed.

7 Corporate Strategy 2019 - 2023

The Executive Manager – Finance and Corporate Services presented his report which asked the Group to comment on the draft corporate strategy 2019 – 2023. It was noted that due to significant progress made in delivering the current 2016 – 2020 strategy and as a response to the changing landscape within local government, work had taken place to revise the document.

In considering the document, the Chairman noted that the 'our journey since 2016' section in the strategy was not accurate and asked for this to be amended. It was also suggested that the relocation of the Rushcliffe Community Contact Centre had an overly optimistic timescale for completion. In a response to this observation the Executive Manager – Transformation and Operations stated that a report would be presented to Cabinet in July 2019, which would recommend a new premises for the Rushcliffe Community Contact Centre.

The Group requested that a revised version of the Corporate Strategy be reported back to the Corporate Overview Group at their next meeting before being recommended to be approved by Council in September 2019.

It was RESOLVED that:

- a) The report of the Executive Manager – Finance and Corporate Services be noted
- b) The 'our journey since 2016' section of the draft Corporate Strategy be amended
- c) The draft Corporate Strategy 2019 – 2023 be reported back to the Corporate Overview Group before being recommended for approval by both Cabinet and thereafter Council in September 2019.

8 Finance and Performance Monitoring Q4

The Executive Manager – Finance and Corporate Services presented a report which detailed both the year-end financial outturn and performance position for 2018/19. The report also provided the Group with an update on the Corporate Strategy 2016 – 2020 including the performance indicators within the performance scorecard.

The Financial Services Manager informed the Group that there were requests for the use of reserves in 2019/20 (from 2018/19) efficiencies for both expected and new revenue incomes totalling £228,000. It was explained that it was necessary for the Council to retain a stable and substantial amount of reserves as the impact of Fair Funding, business rate reviews and the decommissioning of the power station created financial uncertainty for the future.

The Service Manager – Finance and Corporate Services asked the Group to consider the performance monitoring highlights and the corporate scorecard. It was noted that there was one new exception in quarter four which was the percentage of investment strategy committed which was due to a slow-down in investments over the past six months.

Following a question, it was explained that works had been paused on Lutterell Hall following approval from Cabinet to look at marketing options for the site but that a light programme of redecorating would take place.

It was RESOLVED that the report of the Executive Manager – Finance and Corporate Services be noted.

Action Sheet – Corporate Overview Group – 20 June 2019.

Minute No.	Action	Officer Responsible
7.	<p>a) The 'our journey since 2016' section of the draft Corporate Strategy be amended</p> <p>b) The draft Corporate Strategy 2019 – 2023 be reported back to the Corporate Overview Group before being recommended for approval by both Cabinet and thereafter Council in September 2019.</p>	<p>Service Manager – Finance and Corporate Services</p> <p>Service Manager – Finance and Corporate Services</p>

The meeting closed at 8.25 pm.

CHAIRMAN

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Corporate Overview Group

Tuesday, 3 September 2019

Consideration of Scrutiny Work Programmes

Report of the Executive Manager – Finance and Corporate Services

1. Purpose of 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 The initial 2019-20 work programmes for Scrutiny Groups were created at the meeting of the Corporate Overview Group in June 2019. To ensure that scrutiny is responsive, effective and an essential part of the Council's decision making process, it is important that Corporate Overview Group considers the work programmes each time it meets.

2 Recommendation

It is RECOMMENDED that the Corporate Overview Group:

- a) review the work programmes for each of the scrutiny groups
- b) consider the complete scrutiny matrix included at Appendix Three to decide whether or not the additional item identified should be included in a scrutiny group work programme.

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 Appendix Two shows the work programmes for all scrutiny groups as agreed in June 2019 by the Corporate Overview Group. The Group is asked to

consider if the work programmes remain appropriate and achievable for the current year.

- 4.3 Any additional items, picked up from the Cabinet Forward Plan, Corporate Strategy, Medium Term Financial Strategy, Investment Strategy and Transformation Plan, highlighted by members of the Group, or raised by officers should be assessed against the scrutiny matrix before a decision is made to include them on a scrutiny group work programme. Appendix Three shows one such item.
- 4.4 The Public Spaces Protection Order (PSPO) was approved at Council in September 2016 and formally introduced in February/March 2017. A review of its implementation was considered at Community Development Scrutiny Group in June 2018. The Council wishes to renew the PSPO which is a tool, primarily used as a deterrent, to assist officers in the prevention of antisocial behaviour including drunk and disorderly conduct, outdoor sleeping, and misuse of community spaces. Over the last three years in Rushcliffe, no fixed penalty notices have been issued as a result of the PSPO which is considered as being a measure of its success. However, due to the use of this legislation in other areas, public interest in this topic is likely to be high. A scrutiny matrix has been completed and is included at Appendix Three for discussion.

5 Risks and Uncertainties

There are no direct risks associated with this report.

6 Implications

6.1 Financial Implications

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

6.2 Legal Implications

- 6.2.1 This report supports effective scrutiny. There are no direct legal implications arising from the recommendations of this report.

6.3 Equalities Implications

- 6.3.1 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

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

7 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 Recommendations

It is RECOMMENDED that the Corporate Overview Group:

- a) review the work programmes for each of the scrutiny groups
- b) consider the complete scrutiny matrix included at Appendix Three to decide whether or not the additional item identified should be included in a scrutiny group work programme.

For more information contact:	Peter Linfield Executive Manager - Finance and Corporate Services 0115 9148439 plinfield@rushcliffe.gov.uk
Background papers available for Inspection:	None.
List of appendices:	Appendix 1 – Document Links Appendix 2 – Work Programmes 2019-20

Links

Cabinet Forward Plan

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

Corporate Strategy

https://www.rushcliffe.gov.uk/media/1_rushcliffe/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"> • Standing Items <ul style="list-style-type: none"> ○ Implementation of Change – Scrutiny ○ Development of Scrutiny Group Work Programmes ○ Financial and Performance Management • Rolling Items <ul style="list-style-type: none"> ○ Corporate Strategy ○ Health and Safety Annual Report
Thursday 3 September	<ul style="list-style-type: none"> • Standing Items <ul style="list-style-type: none"> ○ Implementation of Change – Scrutiny ○ Feedback from Scrutiny Group Chairmen ○ Consideration of Scrutiny Group Work Programmes ○ Consideration of Requests for Scrutiny from Councillors ○ Financial and Performance Management • Rolling Items <ul style="list-style-type: none"> ○ Corporate Strategy ○ Customer Feedback Annual Report
Tuesday 19 November	<ul style="list-style-type: none"> • Standing Items <ul style="list-style-type: none"> ○ Implementation of Change – Scrutiny ○ Feedback from Scrutiny Group Chairmen ○ Consideration of Scrutiny Group Work Programmes ○ Consideration of Requests for Scrutiny from Councillors ○ Financial and Performance Management • Rolling Items <ul style="list-style-type: none"> ○ Diversity Annual Report
Thursday 25 February	<ul style="list-style-type: none"> • Standing Items <ul style="list-style-type: none"> ○ Implementation of Change – Scrutiny ○ Feedback from Scrutiny Group Chairmen ○ Consideration of Scrutiny Group Work Programmes ○ Consideration of Requests for Scrutiny from Councillors ○ Financial and Performance Management • Rolling Items <ul style="list-style-type: none"> ○ xx

Draft Work Programme 2019-20 – Governance Scrutiny Group

	Items / Reports
Tuesday 23 July	<ul style="list-style-type: none"> • Annual Fraud Report • External Auditor’s Report to those Charged with Governance 2018/19 • Statement of Accounts 2018/19 • Risk Management Progress Report • Capital and Investment Outturn 2018/19
Thursday 19	<ul style="list-style-type: none"> • Internal Audit Progress Report Q1

September	<ul style="list-style-type: none"> • Annual Audit Letter
Tuesday 3 December	<ul style="list-style-type: none"> • Internal Audit Progress Report Q2 • Capital and Investment Update • Risk Management
Thursday 6 February	<ul style="list-style-type: none"> • Internal Audit Progress Report Q3 • Treasury Management Strategy • Internal Audit Strategy • External Audit Plan • Certification of Grants and Returns
Thursday 13 May	<ul style="list-style-type: none"> • Internal Audit Progress Report Q4 • Internal Audit Annual Report • Risk Management • Annual Asset and Investment Strategy Report • Annual Governance Statement

Work Programme 2019-20 – Growth and Development Scrutiny Group

	Items / Reports
Tuesday 15 October	<ul style="list-style-type: none"> • Abbey Road and depot redevelopment • Community Infrastructure Levy
Tuesday 7 January	<ul style="list-style-type: none"> • Economic Development / Business Support Offer • Supporting and promoting economic vibrancy in towns and villages
Tuesday 17 March	<ul style="list-style-type: none"> • Customer Service and digital transformation

Work Programme 2019-20 – Communities Scrutiny Group

	Items / Reports
Thursday 3 October	<ul style="list-style-type: none"> • Carbon management plan development and review • Community Partnership Review – Positive Futures and Young
Thursday 9 January	<ul style="list-style-type: none"> • Review of Community Hall Facilities in WB • Resources and Waste Strategy – Govt Proposals (provisional as statement expected in Autumn)
Thursday 19 March	<ul style="list-style-type: none"> • Carbon management plan development and review

Topic:

Review of the Public Spaces Protection Order

The Public Spaces Protection Order (PSPO) was approved at Council in September 2016 and formally introduced in March 2017. Prior to that, it had been considered by the Community Development Scrutiny Group (August 2016) and a review of its implementation was considered at the same group in June 2018.

The PSPO is a tool, primarily used as a deterrent, to assist officers in the prevention of antisocial behaviour including drunk and disorderly conduct, outdoor sleeping, and misuse of community spaces. Creating a safe environment for residents of our Borough is of paramount importance to the Council, as is protecting our most vulnerable residents and supporting those that need our help. The PSPO is one of a range of tools that enables us to do this effectively. Over the last three years in Rushcliffe, no fixed penalty notices have been issued as a result of the PSPO which is seen as a measure of its success.

The PSPO requires reviewing every three years and, as a consequence, following public consultation (also part of the process), a revised PSPO must be adopted by the Council prior to 1 March 2020.

Initial questions to ask	
Why would we do this?	To ensure that the PSPO is a beneficial tool which helps to protect the Borough and its residents
How does it link to the Council's Corporate Strategy?	Considered part of the Council's Quality of Life commitment.
What tangible benefits could result for the community or our customers?	Lower incidence of antisocial behaviour and higher levels of feeling safe within the Borough.
What evidence is there to support the need for a review?	The Order must be reviewed every three years – this is now due.
What would we wish to achieve and why?	A well-considered, revised policy which takes into account the views and needs of all stakeholders.
Are resources available to undertake a scrutiny exercise and will the work programme accommodate it?	The work programme is tight but can be stretched – the alternative would be to allow the PSPO to go straight to Council in December 2019 for approval without scrutiny.

Reasons to reject the topic	
Is it covered by the terms of reference for a	A review of the PSPO would fall within

scrutiny group?	the remit of the Communities Scrutiny Group.
Is it already being addressed?	A public consultation has been launched and officers are reviewing the order in line with current guidance.
Is it part of a legal process?	Yes, if enacted
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
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:



Corporate Overview Group

Tuesday, 3 September 2019

Finance and Performance Monitoring Q1

Report of the Executive Manager – Finance and Corporate Services

1. Purpose of report

- 1.1. This report highlights the quarter one position in terms of financial and performance monitoring for 2019/20. These items were previously reported to Corporate Governance Group and Performance Management Board. Corporate Overview Group requested a shorter, combined report and officers have proactively ensured this is aligned to the new Corporate Strategy in advance of its adoption later in the year.

2. Recommendation

It is RECOMMENDED that the Corporate Overview Group:

- a. Notes the projected revenue position for the year with a minor -2.48% variation (£285k) in the revenue position and the capital underspend of £15.326m
- b. Discusses the identified exceptions and any action required at this stage of the year
- c. Considers whether any scrutiny is required at this stage of the year into identified exceptions
- d. Forwards any comments on the financial position for quarter one to Cabinet for consideration.

3. Reasons for Recommendation

- 3.1. To demonstrate good governance in terms of scrutinising the Council's on-going performance and financial position.

4. Supporting Information

Revenue Monitoring

- 4.1 The revenue monitoring statement by service area is attached at Appendix A with detailed variance analysis as at 30 June 2019 attached at Appendix B. This shows projected net efficiency savings for the year to date of £164k and additional funding of £40k in new burdens grant (mostly in relation to welfare reform and Universal Credit) along with £81k due to business rates variation. The overall £285k variation represents -2.48% against the net expenditure budget and we currently anticipate £485k to be transferred to reserves to meet in particular business rates risk going forward (see paragraph 5.3). This

position is likely to change throughout the remainder of the year as managers continue to drive cost savings, and raise income, against existing budgets.

- 4.2 Appendix A includes a Minimum Revenue Provision (MRP) of £1m. This is a provision that the Council is required to make each year to cover the internal borrowing costs for the Arena which will be funded by the New Homes Bonus.
- 4.3 As documented at Appendix B, the financial position to date reflects a number of positive variances totalling £316k including additional income from planning applications and additional investment income. There are several adverse variances totalling £89k. . One of which relates to £22k for Lex Leisure in relation to the Edwalton golf course Management fee due to the current difficult operating environment. A further report is planned for Cabinet regarding the long term viability of the golf course before the end of this calendar year

Capital Monitoring

- 4.4 The updated summary of the Capital Programme monitoring statement and funding position is shown at Appendix C at 30 June 2019. Appendix D provides further details about the progress of the schemes, any necessary re-phasing and highlights efficiencies of £15.326m.
- 4.5 The original Capital Programme of £16.506m has been supplemented by a net brought forward and in-year adjustments of £13.118m giving a revised total of £29.624m. The net efficiency position of £15.326m is primarily due to significant sums for Fairham Pastures and the redevelopment of the Depot no longer being required. There is programmed slippage on several projects including the Bingham Hub, Cotgrave Phase 2, and the Crematorium. In addition, Asset Investments have intentionally slowed down with two schemes pending and an uncommitted balance of £1m. The overall variance has a corresponding impact on the funding required for the programme and this is likely to mean that any borrowing requirement can be met from internal resources with no recourse to borrow externally this financial year.

Financial Summary

- 4.6 The overall financial position for both revenue and capital is currently positive. It should be noted that opportunities and challenges can arise during the year which may impact on the projected year-end position. There remain external financial pressures from developing issues such as business rates retention, the fair funding review, comprehensive spending review and continued uncertainty surrounding BREXIT. Against such a background, it is imperative that the Council continues to keep a tight control over its expenditure, identifies any impact from changing income streams and maintains progress against its Transformation Strategy.

Performance Monitoring - Background















- 4.7 The Council is in the process of developing a new Corporate Strategy. This is due to be considered by Cabinet and Council later this month and has been included on this agenda for information. Rather than alter the way performance is monitored part way through the year, officers have proactively developed a revised approach to performance monitoring which better matches the















approach of the new Corporate Overview Group. This is an evolving management framework and the Group's view would be appreciated.

- 4.8 The Corporate Strategy 2019-23 sets the overall direction of the Council over the next few years and continues the progressive developments of the previous strategies that have advanced the Borough's reputation as a desirable place to live, work and play.
- 4.9 To accurately and expediently monitor performance at Corporate Overview Group, two scorecards have been developed. The first, the Corporate Scorecard, monitors the delivery of the Corporate Strategy through the progress made on the tasks set in the Corporate Action Plan, and their associated performance measures. The second scorecard monitors the operational performance of the Council in key areas of service delivery – these areas have been identified by looking at the priorities of our residents. Both scorecards are included in summary in this report and further detail is provided in the appendices to this report.
- 4.10 It is anticipated that these scorecards will develop over the course of this year: firstly, as the new Corporate Strategy is finalised; and secondly, as new indicators are developed to provide a comprehensive basket covering the cost, customer satisfaction, input/outputs and quality of performance in each area of service delivery. These indicators will be developed in line with the 2020/21 service planning process and are anticipated to be live in April 2020.

Monitoring the delivery of the Corporate Strategy





- 4.11 The Corporate Strategy Action Plan currently contains 17 tasks and 30 performance measures (as a living strategy this is likely to change from time to time throughout the life of the strategy). A summary of the progress of tasks and measures falling within each of the four commitments made in the Corporate Strategy is shown below.
- 4.12 At the end of quarter one, no tasks have been progressed as the Corporate Strategy has yet to be adopted. In terms of performance measures, where these are already in place, 12 are performing well and three are highlighted as exceptions. Commentary for any identified exceptions details why targets have been missed and what is being done to improve performance to meet these targets. Further detail is shown in Appendices E and F.

EFFICIENT SERVICES				ENVIRONMENT			
Strategic Tasks				Strategic Tasks			
 4	 0	 0		 3	 0	 0	
There are no task exceptions this quarter.				There are no task exceptions this quarter.			
Performance Indicators				Performance Indicators			
 0	 0	 2	 4	 1	 1	 0	 1
<ul style="list-style-type: none"> LIFCS15 Value of savings achieved by the Transformation Strategy against 				There are no performance exceptions identified this quarter.			

<p>the programme at the start of the financial year Two individual factors are contributing to this indicator not meeting its target at this point in the year. Firstly, each year an overpayments income target is set. So far in the current year this target has not been met as a result of high levels of accuracy in processing claims in the first instance. The negative impact seen under this PI is a result of positive performance elsewhere. Secondly, savings that were anticipated to have been made by this point in the year have not yet been made due to complex legal arrangements related to a property purchase. It is anticipated that these will be resolved before the next quarterly report. Financial efficiencies in other areas (as highlighted in this report) ensures the budget remains on a positive trajectory.</p> <ul style="list-style-type: none"> • LITR03a Percentage increase in self-serve transactions. Performance is under target due to lower e-form usage than in the previous period. My Account is being promoted and will encourage higher levels of electronic transactions. In addition, bids for Choice Based Lettings were significantly lower (nearly 2000) in this period. The number of bids is controlled by the supply of properties advertised and demand from bidders and this is, therefore, variable. 							
QUALITY OF LIFE	SUSTAINABLE GROWTH						
Strategic Tasks	Strategic Tasks						
 5	 0	 0	 5	 0	 0		
There are no task exceptions this quarter.			There are no task exceptions this quarter.				
Performance Indicators			Performance Indicators				
 4	 0	 1	 0	 8	 0	 0	 8
<ul style="list-style-type: none"> • LICO46 Number of pavilion, community hall and playing field users. Usage is below target and performance over the same period last year primarily due to lower attendances at Gresham Pavilion and Pitches. A marketing plan is in place to advertise our facilities widely to encourage extra bookings. 			There are no performance exceptions identified this quarter.				

Monitoring the Council's operational performance

- 4.13 A second scorecard has been developed to give the Group confidence that the Council is delivering its operational services in line with statutory requirements and resident needs. The Operational Scorecard currently contains 40 performance measures. These have been identified by looking at the Council's services from a residents' perspective and further indicators will be developed over the course of the year to ensure this basket is well balanced and reflects the cost, customer satisfaction, input/outputs and quality of performance in each area of service delivery.
- 4.14 As with the Corporate Scorecard, a summary of current performance is provided below with further information contained within Appendix G. At the present time, 21 indicators are performing in line with previous performance and meeting current targets; seven indicators have been highlighted as exceptions.

Operational Scorecard – Performance Indicators			
 21	 2	 7	 10
<ul style="list-style-type: none"> • LICO41 Percentage of householder planning applications processed within target times • LICO43 Processing of planning applications: Minor applications dealt with in 8 weeks • LICO44 Processing of planning applications: Other applications dealt with in 8 weeks <p>Performance on the determination of minor, other and householder applications is below target. This is due to a number of factors, including increased workload across all applications (including major applications which is currently performing at 90.9% against a target of 70.0%). Whilst the performance for the above three indicators is disappointing, the situation is being monitored carefully and use is being made of extensions of time, which are taken into account in the national returns. When factoring in extensions of time, the majority of applications are well above the national targets. Agency staff have been employed to cover absent staff, including long-term illness; new planning officers are recruited to fill vacancies as quickly as possible to ensure applications continue to be processed swiftly.</p> <ul style="list-style-type: none"> • LIFCS52 Percentage of complaints responded to within target times <p>Of the eight complaints received, one took longer to respond to than our advertised target time. This complaint took longer to respond to due to a clerical oversight resulting from several feedback issues having to be addressed around the same time. No further complaints this year have missed the target for responses.</p> <ul style="list-style-type: none"> • LINS37 Domestic burglaries per 1,000 households • LINS38 Robberies per 1,000 population • LINS39 Vehicle crimes per 1,000 population <p>Crime in the Borough has risen over the first quarter and Notts Police have highlighted instances where burglary and vehicle crimes have been committed against insecure homes and vehicles. Messages are being circulated, encouraging residents to secure their property and not leave items visible in unattended cars. The Group is reminded that the targets for these three indicators are set by the Police not the Council.</p>			

- 4.15 The Group is asked to consider the highlighted exceptions and discuss whether any further scrutiny is required at this stage in the year. Options include – monitoring the situation before making a decision to see if the officer identified actions rectify the situation; asking for further, or more in-depth, information to be provided either in the form of a briefing note or at the next meeting of the Group; or scheduling the issue for consideration at a future scrutiny group (where it meets the criteria set out on the scrutiny matrix).

5. Risks and Uncertainties

- 5.1. Failure to comply with Financial Regulations in terms of reporting on both revenue and capital budgets could result in criticism from stakeholders, including both Councillors and the Council's external auditors.
- 5.2. Areas such as income can be volatile responding to external pressures such as the general economic climate. For example, planning income is variable according to the number and size of planning applications received dependent on factors such as business and housing growth.
- 5.3. Business rates is subject to specific risk given the volatile nature of the taxbase with a small number of properties accounting for a disproportionate amount of tax revenue, notably in Rushcliffe Ratcliffe-on-Soar power station. Furthermore, changes in central government policy influences business rates received and their timing, for example policy changes on small business rates relief.
- 5.4. The Council needs to be properly insulated against such risks hence the need to ensure it has a sufficient level of reserves, as well as having the ability to use such reserves to support projects where there is 'upside risk'.
- 5.5. Risks linked to the Corporate Strategy and the Council's performance are managed by the Risk Management Group and monitored by the Governance Scrutiny 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

6.1. Financial Implications

Financial implications are covered in the body of the report.

6.2. Legal Implications

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

6.3. Equalities Implications

There are none for this report.

6.4. 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 the Corporate Overview Group:

- a. Notes the projected revenue position for the year with a minor -2.48% variation (£285k) in the revenue position and the capital underspend of £15.326m
- b. Discusses the identified exceptions and any action required at this stage of the year
- c. Considers whether any scrutiny is required at this stage of the year into identified exceptions
- d. Forwards any comments on the financial position for quarter one to Cabinet for consideration.

For more information contact:	Peter Linfield Executive Manager - Finance and Corporate Services Tel: 0115 9148439 plinfield@rushcliffe.gov.uk
Background papers available for Inspection:	None.
List of appendices:	Appendix A – Revenue Outturn Position 2019/20 – June 2019 Appendix B – Revenue Variance Explanations – (over £10k) Appendix C – Capital Programme Monitoring Summary – June 2019 Appendix D – Capital Programme 2019/20 – June 2019 Position Appendix E – Strategic Tasks Appendix F – Performance Indicators – Strategic Scorecard Appendix G – Performance Indicators – Operational Scorecard

Revenue Outturn Position 2019/20 – June 2019

	Period 3			
	Original Budget £'000	Revised Budget £'000	Projected Actual £'000	Variance £'000
Communities	1,208	1,288	1,095	-193
Finance & Corporate Services	3,639	3,692	3,726	34
Neighbourhoods	5,213	5,222	5,247	25
Transformation	2,764	2,850	2,820	-30
Sub Total	12,824	13,052	12,888	-164
Capital Accounting Reversals	-2,333	-2,333	-2,333	0
Minimum Revenue Provision	1,000	1,000	1,000	0
Total Net Service Expenditure	11,491	11,719	11,555	-164
Grant Income (including New Homes Bonus)	-1,935	-1,935	-1,975	-40
Business Rates (including SBRR)	-3,767	-3,767	-3,848	-81
Council Tax	-6,646	-6,646	-6,646	0
Collection Fund Surplus(-)/Deficit	300	300	300	0
Total Funding	-12,048	-12,048	-12,169	-121
Surplus (-)/Deficit on Revenue Budget	-557	-329	-614	-285
Capital Expenditure financed from reserves	129	129	129	0
Net Transfer to (-)/from Reserves	-428	-200	-485	-285

Revenue Variance Explanations (over £10k)

ADVERSE VARIANCES in excess of £10,000	Projected Outturn Variance £'000
Finance & Corporate Services	
Housing Benefits overpayments recovered	45
Staffing costs	22
Neighbourhoods	
Lex Leisure (Edwalton Golf Course) - management fee waived	22
Total Adverse Variances	89

FAVOURABLE VARIANCES in excess of £10,000	Projected Outturn Variance £'000
Communities	
Development Control Planning Applications	-180
Finance	
Treasury Investment Income	-106
Neighbourhoods	
Waste Collection and Recycling - sale of waste bins	-30
Total Favourable Variances	-316
Sum of Minor Variances	63
TOTAL VARIANCE	-164

Capital Programme Monitoring Summary – June 2019

CAPITAL PROGRAMME MONITORING - JUNE 2019			
EXPENDITURE SUMMARY	Current	Projected	Projected
	Budget	Actual	Variance
	£000	£000	£000
Transformation	19,388	6,178	(13,210)
Neighbourhoods	3,397	2,293	(1,104)
Communities	818	818	-
Finance & Corporate Services	5,911	4,899	(1,012)
Contingency	110	110	-
	29,624	14,298	(15,326)
FINANCING ANALYSIS			
Capital Receipts	(8,532)	(5,806)	2,726
Government Grants	(4,127)	(877)	3,250
Other Grants/Contributions	(474)	(474)	-
Use of Reserves	(481)	(481)	-
Borrowing	(16,010)	(6,660)	9,350
	(29,624)	(14,298)	15,326
NET EXPENDITURE	-	-	-

Capital Programme 2019/20 – June 2019 Position

CAPITAL PROGRAMME MONITORING - JUNE 2019							
	Original	Current	Budget	Actual	Projected		
	Budget	Budget	YTD	YTD	Actual	Variance	
	£000	£000	£000	£000	£000	£'000	
TRANSFORMATION							
Manvers Business Park Surface/Drain	60	60	-	-	60		Design work about to commence, procurement to follow.
Colliers Business Park Surface/Drain	30	30	-	-	30		Design work about to commence, procurement to follow.
Cotgrave Masterplan	-	1,646	411	240	1,646		Works continue to develop the Public Realm.
Cotgrave Phase 2	1,900	2,030	508	66	1,000	(1,030)	Full planning expected early August. Works to commence Jan/Feb 2020. Full provision likely to be needed, scheme will be completed in 2020/21.
Bingham Leisure Hub	5,000	5,645	-	-	400	(5,245)	Contract for design fees awarded. Projected actual for Stage 1.
Manvers Business Park Roof Refurbishment	100	200	-	-	200		Survey work to be undertaken.
Manvers Business Park Roller Shutters	100	100	-	-	100		Survey work to be undertaken.

CAPITAL PROGRAMME MONITORING - JUNE 2019

	Original	Current	Budget	Actual	Projected		
	Budget	Budget	YTD	YTD	Actual	Variance	
	£000	£000	£000	£000	£000	£'000	
Bridgford Park Public Toilets	25	25	-	-	25		Works to be undertaken later in the year following summer events.
The Point	-	26	18	1	26		Provision to create cleaner store and complete lighting basement car park.
Arena Car Park Enhancements	-	9	-	-	9		Still in defects liability period, this sum to meet any issues arising.
Colliers Way Industrial Units	-	19	-	-	19		STW approval to connect to the main sewer, design work complete.
Depot Redevelopment	300	2,085	-	45	400	(1,685)	Professional fees and surveys to inform redevelopment of the Depot site
Fairham Pastures Industrial Units	3,650	3,650	-	-		(3,650)	In discussion with the developer, this sum unlikely to be required.
RCCC Enhancements	-	100	-	-	100		Provision to be used to fit out new premises for RCCC.
Bingham Market Place Improvements	35	35	-	-	35		Tree works, lighting, and paving to be carried out in the autumn.
Transport Safety Infrastructure	-	10	10	9	10		Works complete.
The Crematorium	1,700	1,700	-	2	100	(1,600)	Scheme delayed.
Industrial Units Moorbridge	1,750	1,750	-	-	1,750		Delay due to finalising design work by developer. Scheme expected to proceed.
Information Systems Strategy	160	268	63	37	268		Acquisitions under the strategy

CAPITAL PROGRAMME MONITORING - JUNE 2019

	Original	Current	Budget	Actual	Projected		
	Budget	Budget	YTD	YTD	Actual	Variance	
	£000	£000	£000	£000	£000	£'000	
							continue to support business development.
	14,810	19,388	1,010	400	6,178	(13,210)	
NEIGHBOURHOODS							
Wheeled Bins	160	174	40	39	174		Acquisitions continue to supply new developments across the Borough.
Vehicle Replacement	200	200	180	179	179	(21)	32t Refuse Freighter bought, balance is uncommitted.
Support for Registered Housing Providers	250	1,396	-	-	480	(916)	£480k contribution for second phase garage sites to deliver 30 units of affordable housing.
Assistive Technology	12	12	3	5	12		Home alarm units for the vulnerable.
Discretionary Top Ups	57	57	14	-	57		No commitments at this stage.
Disabled Facilities Grants	454	454	113	70	454		Provision will be adjusted when allocations from the additional BCF funding agreed.
Hound Lodge Access Control System	25	25	-	-	25		Site survey complete, works to be procured.
Arena Enhancements	-	140	-	-	140		Provision to address any emerging capital works.
Car Park Resurfacing	-	220	-	-	220		Negotiations for design taking place, scheme to be delivered later in the year.

CAPITAL PROGRAMME MONITORING - JUNE 2019							
	Original	Current	Budget	Actual	Projected		
	Budget	Budget	YTD	YTD	Actual	Variance	
	£000	£000	£000	£000	£000	£'000	
Car Park Improvements - Lighting WB	-	50	-	-	50		Negotiations for design taking place, scheme to be delivered later in the year.
Car Park Improvements - Lighting Other	-	110	-	-	110		Negotiations for design taking place, scheme to be delivered later in the year.
BLC Improvements	-	267	-	-	100	(167)	£100k committed works to upgrade the athletics track due to commence. Balance available to address any health and safety enhancement works.
CLC Pool Handling Ventilation System	-	292	-	-	292		On site, works will be completed by the end of July.
	1,158	3,397	350	293	2,293	(1,104)	
COMMUNITIES							
RCP Toilets and Educational Building	45	45	-	-	45		Scheme to commence after the summer holiday season.
Capital Grant Funding	24	104	-	-	104		4 grants approved totalling £60k, 2 pending application £30k, balance available £14k.
RCP Vehicle Access Controls	15	15	-	-	15		Scheme to be commence after the summer holiday season.
The Hook Play Area	-	35	9	9	35		Works complete, invoices for equipment to be processed.
Play Areas - Special Expense	50	100	-	-	100		Condition survey underway to inform work plans.

CAPITAL PROGRAMME MONITORING - JUNE 2019

	Original	Current	Budget	Actual	Projected		
	Budget	Budget	YTD	YTD	Actual	Variance	
	£000	£000	£000	£000	£000	£'000	
The Hook Skatepark	-	4	4	3	4		Works complete.
West Park Fencing and Drainage	-	11	-	-	11		Improvement works to the drainage system to be completed later in the year.
West Park Car Park Lighting	-	25	-	-	25		To be procured with the main car park lighting scheme.
West Park Public Toilet Upgrade	-	20	-	-	20		Works to be procured.
West Park Julien Cahn Pavilion	-	40	-	-	40		Toilets and bar refurbishment to be designed.
Skateboard Parks	250	340	-	-	340		£150k committed to ROT.
Arena Public Art	-	25	-	-	25		Bench in situ, some corrective work required prior to release of payment.
Warm Homes on Prescription	54	54	14	10	54		Professional fees for home inspections and 3 grants released.
	438	818	27	22	818		
FINANCE & CORPORATE SERVICES							
NCCC Loan	-	750	-	-	750		Balance of loan available to the Cricket Club (original approval £2.7m).
Streetwise Loan 19/20	-	400	-	-	400		Further loan approval Cabinet 11.06.19 refers.

CAPITAL PROGRAMME MONITORING - JUNE 2019







	Original	Current	Budget	Actual	Projected		
	Budget	Budget	YTD	YTD	Actual	Variance	
	£000	£000	£000	£000	£000	£'000	
Asset Investment Strategy	-	4,761	-	-	3,749	(1,012)	£3.7m earmarked for two acquisitions, balance £1.012m uncommitted
		5,911			4,899	(1,012)	
CONTINGENCY							
Contingency	100	110	-	-	110		Provision to give flexibility to the capital programme.
	100	110			110		
TOTAL	16,506	29,624	1,387	715	14,298	(15,326)	





Strategic Tasks





Ref.	What are we doing	Due date
Efficient Services		
ST1923_07	Relocation of R2Go service and Streetwise	2019
ST1923_08	Include digital principals in our communications and ways of undertaking business	2023
ST1923_09	Relocate community contact centre in West Bridgford	2019
ST1923_10	Deliver our Medium Term Financial Strategy and Corporate Strategy	2023
Environment		
ST1923_03	Respond to any proposals from the Resources and Waste Strategy for England	2020
ST1923_16	Refresh our carbon management plan and establish a carbon neutral target	2020
ST1923_17	Along with other councils across Nottinghamshire, lobby central government to introduce tougher building standards for new houses	2022
Quality of Life		
ST1923_01	Develop the Chapel Lane site in Bingham, including a new Leisure Centre, Community Hall and Office space	2021/2
ST1923_02	Support the continued development of existing local growth boards for Cotgrave, Radcliffe on Trent, Bingham, East Leake and West Bridgford	2021
ST1923_04	Review and implement the Council's Leisure Strategy in relation to Leisure and Community Facilities	2025
ST1923_05	Facilitate the development of a Crematorium in the Borough by 2022	2022
ST1923_06	Working with Rushcliffe Roots and Rushcliffe CCG, deliver a targeted events and health development programme across the Borough	2023
Sustainable Growth		
ST1923_11	Support the delivery of 13,150 new homes and securing a 5-year land supply in Rushcliffe Local Plan Part 2 adopted Local Plan Part 1 - Core Strategy reviewed in partnership with Greater Nottingham Housing Market Area	2028
ST1923_12	Support the delivery of employment land on all 6 strategic sites in Rushcliffe and sites allocated through the Local Plan	2020
ST1923_13	Support the delivery of improved transport infrastructure e.g. A46, A52, A453 Corridors	2023
ST1923_14	Review the asset (property) management plan	2019

ST1923_15	Support the delivery of affordable housing in the Borough, working with developers, providers and private landlords	2023
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Performance Indicators – Strategic Scorecard


Efficient Services							
Status	Ref.	Description	Q1 2019/20			2019/20	2018/19
			Value	Target	Long Trend	Target	Value
	LIFCS15	Value of savings achieved by the Transformation Strategy against the programme at the start of the financial year	£0.037m	£0.063m		£0.253	£0.935m
-	LIFCS16	Percentage of residents believing the council provides value for money	Not due this year				47%
	LIFCS40	Combined number of Social Media followers	15,642	-		-	13,850
-	LIFCS49	Percentage of residents satisfied with the service the Council provides	Not due this year				63.00%
	LITR03a	Percentage increase in self-serve transactions	2.82%	3.0%		3.0%	2.25%
	LITR04	Percentage of residents satisfied with the variety of ways they can contact the Council	Not due this year				72%

Environment							
Status	Ref.	Description	Q1 2019/20			2019/20	2018/19
			Value	Target	Long Trend	Target	Value
	LINS17	Percentage of residents satisfied with the refuse and recycling service	Not due this year				81.0%
	LINS18	Percentage of household waste sent for reuse, recycling and composting	53.63%	54.68%		50.00%	49.10%
	LINS23	Residual waste collected per household, in kilos	114.47	115.00		460.00	455.00

Quality of Life							
Status	Ref.	Description	Q1 2019/20			2019/20	2018/19
			Value	Target	Long Trend	Target	Value
	LICO64	Number of pavilion, community hall and playing field users	33,894	37,000		37,000	179,327
	LICO66	Percentage usage of community facilities	49.75%	50%		50%	47%

	LINS32	Average waiting time of applicants rehoused by Choice Based Lettings	30 wks	35 wks		35 wks	31 wks
	LINS50	Percentage of users satisfied with sports and leisure centres	94.8%	90%		90%	97%
	LINS51	Number of leisure centre users - public	366,637	369,137		1,476,546	1,446,583























Sustainable Growth							
Status	Ref.	Description	Q1 2019/20			2019/20	2018/19
			Value	Target	Long Trend	Target	Value
	LICO42	Processing of planning applications: Major applications dealt with in 13 weeks or agreed period	90.90%	70.00%		70.00%	78.60%
	LICO42a	Percentage of non-major applications dealt with in 8 weeks or agreed period	81.43%	80.00%		80%	85.4%
	LICO46a	Percentage of appeals allowed against total number of Major planning applications determined by the authority	6.6%	10%		10%	7.1%
	LICO60a	Contributions received as a percentage of current developer contributions	Awaiting data				39.75%
	LICO60b	Value of future developer contributions to infrastructure funding	Awaiting data				£30.9m
	LICO71	Supply of ready to develop housing sites	No data available				
	LICO72	Number of new homes built	No data available				760
	LICO73	Area of new employment floorspace built (sq mtrs)	No data available				2,003m ²
	LICO74	Number of Neighbourhood Plans adopted	0	-		-	1
	LICO75	Percentage of homes built on allocated sites at key rural settlements	No data available				
	LICO76	Percentage of new homes built against the target within the Local Plan	No data available				26.2%
	LINS24	Number of affordable homes delivered	34	34		171	202
	LITR12	Percentage of RBC owned industrial units occupied	99.80%	96%		96%	99.09%
	LITR13	Level of income generated through letting property owned by the Council but not occupied by the Council	£369k	£310k		£1.3m	£1,376,263
	LITR35	Percentage of Growth Deal money drawn down and allocated	48%	48%		48%	48%























Status	Ref.	Description	Q1 2019/20			2019/20	2018/19
			Value	Target	Long Trend	Target	Value
	LITR36	Percentage of new homes at the Land North of Bingham completed	2.8%*	2.5%	-	10%	5%





















* Percentage of new homes at the Land North of Bingham completed – the percentage has dropped due to the whole site now having planning permission (2018/19 based on phase 1 only).

Appendix G

Performance Indicators – Operational Scorecard

Status	Ref.	Description	Q1 2019/20			2019/20	2018/19
			Value	Target	Long Trend	Target	Value
	LICO41	Percentage of householder planning applications processed within target times	72.90%	88%		88.00%	71.70%
	LICO43	Processing of planning applications: Minor applications dealt with in 8 weeks	43.59%	75%		75.00%	55.49%
	LICO44	Processing of planning applications: Other applications dealt with in 8 weeks	71.73%	85%		85.00%	72.50%
	LICO45	Percentage of applicants satisfied with the Planning service received	Not due this year				42.6%
	LICO46b	Percentage of appeals allowed against total number of Non-Major planning applications determined by the authority	0.8%	10%		10%	0.57%
	LICO60	Percentage of planning enforcement inspections carried out in target time	77.65%	80%		80%	83.99%
	LICO68a	Income generated from community buildings	£27,643				£154,793
	LICO68b	Income generated from parks, pitches and open spaces	£43,034				£157,957
	LICO77	Number of new trees planted	Annual data – not due			3,000	1,318
	LIFCS10	Percentage of invoices for commercial goods and services which were paid by the authority in payment terms	98.75%	98.00%		98.00%	97.70%
	LIFCS20	Percentage of Council Tax collected in year	29.90%	29.97%		99.20%	99.30%
	LIFCS21	Percentage of Non-domestic Rates collected in year	33.66%	32.29%		99%	99.20%
	LIFCS22a	Average number of days to process a new housing benefit claim	12.39	15	-	15	New
	LIFCS22b	Average number of days to process a change in circumstances to a housing benefit claim	2.84	6	-	6	New
Status	Ref.	Description	Q1 2019/20			2019/20	2018/19
			Value	Target	Long	Target	Value

					Trend		
	LIFCS22c	Average number of days to process a new council tax reduction claim	20.02	20	-	20	New
	LIFCS22d	Average number of days to process a change in circumstances to council tax benefit claim	3.37	6	-	6	New
	LIFCS23	Percentage of Revenues Services customers surveyed that were satisfied with the level of service provided	Annual data – not due			90%	91.3%
	LIFCS24	Percentage of housing and council tax benefit claims processed right first time	97%	95%		95%	99.60%
	LIFCS50	Number of complaints received by the council at initial stage	9	-		-	51
	LIFCS52	Percentage of complaints responded to within target times	87.5%	95%		95%	96.1%
	LIFCS56	Percentage of visitors satisfied by their website visit	Annual data – not due			85%	
	LINS01	Percentage of streets passing clean streets inspections	97.5%	97.5%		97.5%	98.7%
	LINS02	Percentage of residents satisfied with the cleanliness of streets within the Borough	Not due this year				63.0%
	LINS05	Percentage of residents satisfied with the cleanliness and appearance of parks and open spaces	Not due this year				69.8%
	LINS06	Cumulative number of fly tipping cases (against cumulative monthly comparison for last year)	245	263		1265	1266
	LINS14	Average NOx level for Air Quality Management Areas in the Borough	40µg/m ³	40µg/m ³		40µg/m ³	36µg/m ³
	LINS15	Percentage of food establishments achieving a hygiene rating of 4 or 5	91.0%	90.0%		90.0%	90.0%
	LINS19a	Number of household waste (residual, dry and garden) missed twice or more in a 3 month period	0	4		3	0
	LINS21a	Percentage of eligible households taking up the green waste collection service	70%	72.0%		72.0%	72.0%
	LINS25	Number of households living in temporary accommodation	7	10		10	4
Status	Ref.	Description	Q1 2019/20			2019/20	2018/19

			Value	Target	Long Trend	Target	Value
	LINS26a	Number of homeless applications made	2	5		20	6
	LINS29a	Number of successful homelessness preventions undertaken	48	30		30	208
	LINS31a	Percentage of applicants within Bands 1 and 2 rehoused within 26 weeks	70%	70%		70%	73%
	LINS37	Domestic burglaries per 1,000 households	3.05	2.50		10.00	8.93
	LINS38	Robberies per 1,000 population	0.12	0.07		0.30	0.30
	LINS39	Vehicle crimes per 1,000 population	1.66	1.25		5.00	5.67
	LITR01	Percentage of users satisfied with the service received from the Rushcliffe Community Contact Centre	100.0%	95.0%		95.0%	100.0%
	LITR02a	Percentage of calls answered in 40 seconds (cumulative)	34%	35%		65%	68%
	LITR09	Percentage of customer face to face enquiries to RCCC responded to within 10 minutes	88%	85%		85%	86%
	LITR11b	Percentage of telephone enquiries to RCCC resolved at first point of contact	89%	87%		87%	88.75%



Corporate Overview Group

Tuesday, 3 September 2019

Customer Feedback Annual Report

Report of the Executive Manager – Finance and Corporate Services

1. Purpose of report

1.1. This report summarises the customer feedback received by the Council during 2018/19 and provides a comparison to previous performance as well as other authorities. Key points include:

- 51 complaints were received by the Council during 2018/19 at Stage 1 of its complaints process
- The percentage of complaints escalated to Stage 2 has decreased from 32.5% in 2017/18 to 17.6% (9 from 51)
- Consistency in handling complaints has stayed at a high level, as has the number of complaints that are responded to within target time – 49 out of 51
- Analysis of the 51 complaints received in 2018/19 showed that 62.7% were unjustified
- The Council received 105 compliments about its services in 2018/19 – 36 more than the previous year
- The number of complaints received by the Local Government Ombudsman in relation to Rushcliffe Borough Council were the lowest in Nottinghamshire.

2. Recommendation

It is RECOMMENDED that the Corporate Overview Group note the key points highlighted in this report and identify any areas of concern requiring further scrutiny.

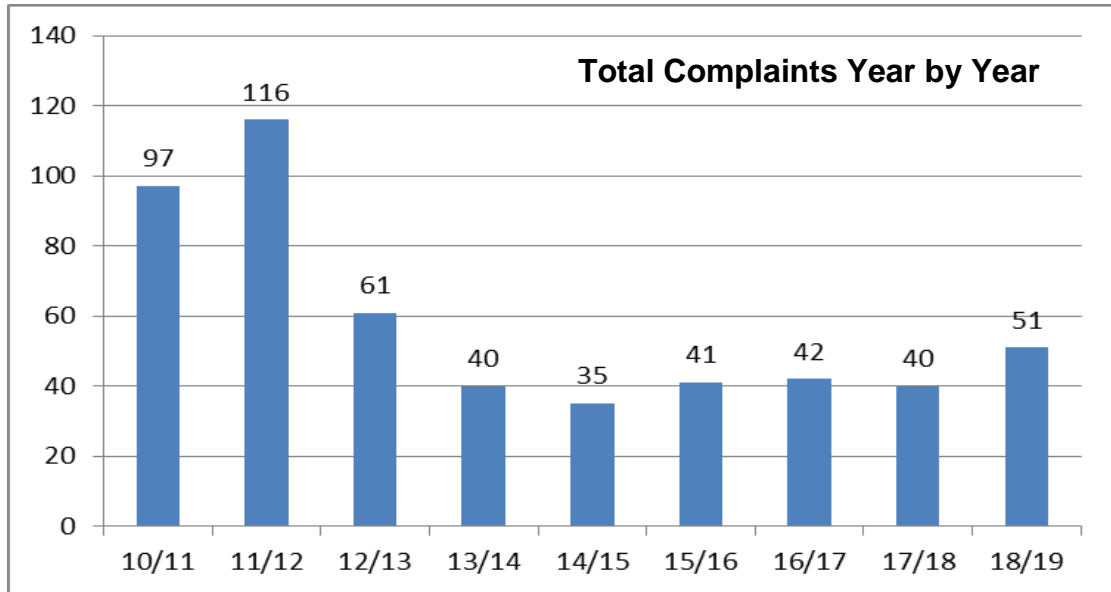
3. Reasons for Recommendation

3.1. Officers work hard to investigate complaints quickly and thoroughly. Learning points are identified and fed back at team meetings. Where the interpretation of policy is at the root of the problem this is considered and changes made where necessary.

4. Supporting Information

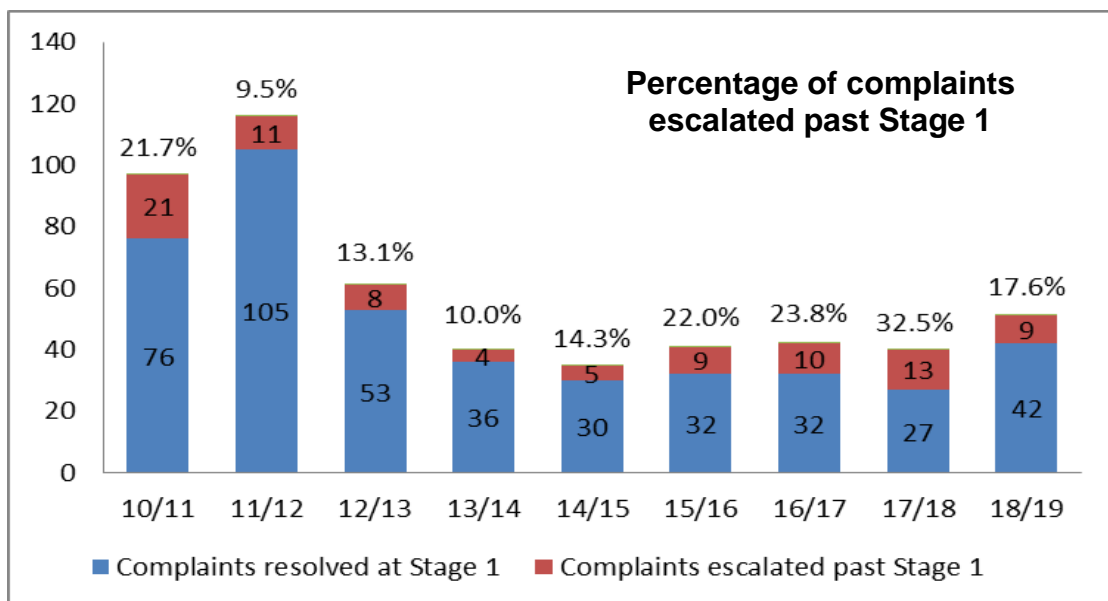
4.1. The total number of complaints received by the Council in 2018/19 was 51. This shows an increase of around 25% compared to last year, and indeed the five years before that. The trend for complaints received by the Council over the last few years is shown in the graph below. It initially showed a positive downward trend, and has evened out over the last few years to show a very consistent level. It must be remembered that the current slight increase in

complaints is against a background of reducing resources resulting in officers doing things differently and changing services to make them more efficient.



4.2. The standard of response to complaints remains high and, more often than not, the complaint is concluded at this stage. However, 9 out of 51 complaints were escalated to stage two of the Council's customer feedback procedure, the subjects being:

- The handling of a Council tax case
- A neighbouring farmer's activities
- Pre-application planning advice
- The transparency of the Local Plan
- The actions of a member of the Planning staff
- The actions of members of the Licencing staff
- Concern that proper Planning procedures were not followed (three).



The percentage of escalations past Stage 1 in 2018/19 is 17.6%, significantly lower than last year (32.5%). The reason for this is a combination of the slightly higher number of complaints received, and the lower number of escalations (9 in 2018/19 compared to 13 in 2017/18).

4.3 In 2018/19, 49 out of 51 complaints were answered within target time. Figures for each service area are shown in the table below. It is felt that complaints were well-handled in all cases.

Service Area	Total Complaints	In Target Time	%
Communities	21	20	95.2
Neighbourhoods	15	15	100.0
Finance and Corporate Services	14	13	92.9
Transformation	1	1	100.0
Total	51	49	96.1

4.4 A complaint is adjudged to be justified if an individual or service area has done something wrong to cause the complaint, or if the level of service does not come up to the standard expected. If learning points arise as a result of someone complaining about a particular service area, they are raised at team meetings as part of on-going training for staff. This year, 19 out of 51 (37.3%) complaints were judged to have been justified. This is a significantly lower total than last year, when 21 out of 40 (52.5%) were felt to have been justified.

4.5 Complainants who remain dissatisfied after complaining to the Council can escalate their complaints to the Local Government Ombudsman. During 2018/19, the LGO received 9 complaints and/or enquiries about services offered by Rushcliffe Borough Council:

- five were about Planning and Development
- two were about Corporate and Other Services
- one was about Housing
- one was about Adult Care Services

The LGO issued nine decisions on complaints received about the Council in 2018/19: three were closed after initial enquiries; three were not upheld; three were referred back for local resolution. The LGO data is shown in the table below, along with a comparison with other local authorities in the immediate area.

Local Authority	Decisions made 2018/19						
	Total	Upheld	Not upheld	Advice given	Closed after initial enquiries	Invalid or incomplete	Referred back for local resolution
Rushcliffe	9	0	3	0	3	0	3
Ashfield	16	1	1	0	5	1	8
Bassetlaw	12	1	4	0	3	2	2
Broxtowe	13	1	0	2	4	1	5
Gedling	14	0	5	0	3	2	4
Mansfield	14	0	1	2	7	1	3

Newark and Sherwood	10	2	2	0	6	0	0
Charnwood	22	1	4	0	7	0	10
N W Leics	11	2	1	2	1	1	4
Melton	7	1	0	0	3	1	2
S Kesteven	14	0	1	2	4	0	7

4.6 The table in **Appendix 1** gives brief details of the complaints received during the year 2018/19, how they were distributed across the four service areas, whether they were resolved at Stage 1 or Stage 2, and whether or not they were felt to be justified.

4.7 The satisfaction rate for the handling of complaints in 2018/19 was 100%. Two complainants returned monitoring forms. Of those, both were satisfied. The level of response remains very sporadic, and as such, no firm conclusions can be drawn. The feeling is that where a problem has been easy to fix, and the customer has got their desired outcome, satisfaction tends to be higher. Where the complaint involves a protracted case, involving services such as benefits or planning, the complaint is as of a result of misinterpretation / misunderstanding of policy, and so satisfaction tends to be much lower.

4.8 The number of recorded compliments has risen significantly. The distribution among service areas is shown in the table below, along with a comparison to last year:

Service Area	Number of Compliments 2018/19	Number of Compliments 2017/18
Communities	28	24
Neighbourhoods	50 (+ 1 for Streetwise)	24 (+ 3 for Streetwise)
Finance and Corporate Services	8	9
Transformation	18	8
Total	105	68

5. Risks and Uncertainties

5.1. Serious reputational damage could be suffered if the Council fails to respond appropriately to complaints. Annual training is offered to those investigating and responding to complaints, and support is given to individuals during the process to ensure a thorough investigation is undertaken and the response to the complainant is clear, complete and customer focused.

6. Implications

6.1. Financial Implications

Very occasionally compensation is given where complainants find themselves out of pocket due to an error made by the Council.

6.2. Legal Implications

Should complainants remain dissatisfied after the Council has concluded its investigation they can take their complaint to the Local Government

Ombudsman. This report confirms the Council has a robust process for complaint handling.

6.3. **Equalities Implications**

Those wishing to complain have the ability to do so in a variety of different ways and each complaint is treated on its own merits independently.

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

There are no Section 17 implications.

7. **Link to Corporate Priorities**

The successful resolution of complaints can support all three of the Council's Corporate Priorities.

8. **Recommendations**

It is RECOMMENDED that the Corporate Overview Group identify any areas of concern requiring further scrutiny.

For more information contact:	Peter Linfield Executive Manager - Finance and Corporate Services Tel: 0115 9148439 plinfield@rushcliffe.gov.uk
Background papers available for Inspection:	
List of appendices:	Appendix 1 – Complaints by Service Area

Appendix 1

Service Area	Number of Complaints	Subject of complaint	Resolved at Stage 1 or 2	Justified?
Communities	21	14 x Planning application / decision 2 x Staff attitude / behaviour 1x Pre-app advice 1 x Transparency of Local Plan 1 x Advice re hire of RBC venue 1 x Assets of community value issue 1 x Injury at RBC venue	3 x Stage 2; 11 x Stage 1 1 x Stage 2; 1 x Stage 1 Stage 2 Stage 2 Stage 1 Stage 1 Stage 1	1 x Yes; 13 x No 1 x Yes; 1 x No No No Yes No Yes
Neighbourhoods	15	4 x Staff attitude / behaviour 2 x Homelessness case 2 x Cleanliness of RBC facility 1 x Lack of EH enforcement 1x Condition of public toilets 1 x Condition of neighbour's house 1 x Pest control payment 1 x Neighbouring HIMO 1 x R2 go collection issue 1 x Streetwise cleansing issue	1 x Stage 2; 3 x Stage 1 2 x Stage 1 2 x Stage 1 Stage 2 Stage 1 Stage 1 Stage 1 Stage 1 Stage 1 Stage 1	2 x Yes; 2 x No 2 x No 2 x Yes No Yes No No No No Yes
Finance and Corporate Services	14	12 x Council tax issue 1 x Level of service 1 x Handling of FOI request	1 x Stage 2; 11 x Stage 1 Stage 1 Stage 1	7 x Yes; 5 x No No Yes
Transformation	1	Staff attitude / behaviour	Stage 1	Yes



Corporate Overview Group

Tuesday, 3 September 2019

Corporate Strategy Update

Report of the Executive Manager – Finance and Corporate Services

1. Purpose of report

- 1.1. The Corporate Overview Group considered an early draft of the new Corporate Strategy in June 2019. The Group asked for a revised draft to be brought back to the Group before being recommended to Cabinet in September 2019.

2. Recommendation

It is RECOMMENDED that the Corporate Overview Group endorses the Corporate Strategy 2019-23 and forwards it to Cabinet for consideration.

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. Since the Group last viewed the draft Corporate Strategy in June 2019, a new commitment, relating to 'The Environment', has been included. Projects relating to this commitment have been included in the Corporate Strategy Action Plan.
- 4.2. In addition, the text of the document has been revised, proof-read and updated.

5. Risks and Uncertainties

- 5.1. There are no risks or uncertainties involved with forwarding the draft Corporate Strategy to Cabinet for consideration.

6. 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 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 Council's priorities on all residents of the Borough and is supported by the Council's 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.

7. Link to Corporate Priorities

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

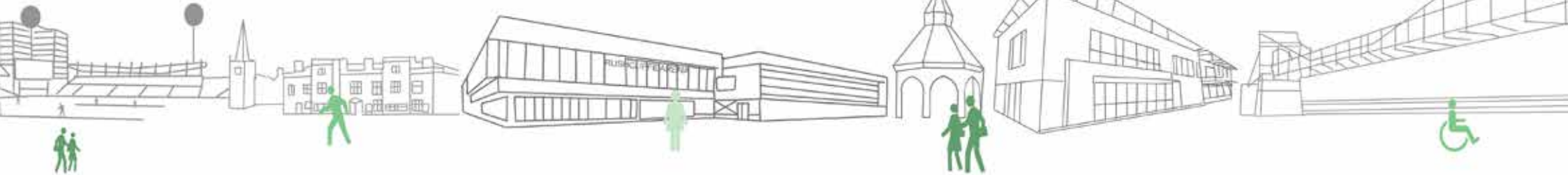
8. Recommendations

It is RECOMMENDED that the Corporate Overview Group endorses the Corporate Strategy 2019-23 and forwards it to Cabinet for consideration.

For more information contact:	Peter Linfield Executive Manager - Finance and Corporate Services Tel: 0115 9148439 plinfield@rushcliffe.gov.uk
Background papers available for Inspection:	Report to Corporate Overview Group – 20 June 2019 – Corporate Strategy 2019-2023
List of appendices:	Appendix 1 – Draft Corporate Strategy 2019 – 2023



Rushcliffe
Borough Council



Page 47

Rushcliffe Borough Council

Corporate Strategy

2019- 2023

RUSHCLIFFE - GREAT PLACE • GREAT LIFESTYLE • GREAT SPORT



RUSHCLIFFE - GREAT PLACE • GREAT LIFESTYLE • GREAT SPORT

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, such as emptying your bins, making decisions about planning applications, delivering 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 to 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 our residents, and choice for 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 Cabinet meetings and ordinary meetings of 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 impact 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 believe 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 in.
- **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 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 residents interact with us.

OUR JOURNEY SINCE 2016:



2016

Sharpill residential development started



2017

Rushcliffe Arena - £16m brand new leisure centre and civic office opened

Planning Peer Challenge - our planning service was scrutinised and found to be performing well, some recommendations were made and have been adopted

Councillor Simon Robinson elected as Leader, bringing new vision and drive

2018

Town centre Growth Boards reviewed and re-launched to include East Leake



Renovation of historic Bridgford Hall

Joint second largest residential and fourth largest commercial development awarded planning permission at Fairham



Adoption of Asset Investment Strategy, which supports and guides decisions around asset acquisitions

£

Awarded Commercial Council of the Year and Entrepreneurial Council of the Year, at the MJ and LGC awards 2018



Work place health Silver Award, in recognition of efforts to improve staff health and well being



Page 50



Relocation of Abbey Road recycling depot releasing key site for more development opportunities



Received Gold Award from the Armed Forces Employee Recognition Scheme



Electric car charging points installed at Rushcliffe Arena



Funding approved to deliver Bingham Leisure Centre and mixed use development at Chapel Lane, Bingham



Cotgrave Town centre redevelopment - Multi Service Centre, Shop Refurbishment and Business Hub complete



Runner up for the Municipal Journal's Council of the Year Award



Hosted the start of stage seven of the Tour of Britain bringing an estimated economic benefit of £412,000

2019



LGA Corporate Peer Challenge - the Council as a whole was scrutinised and found to be a high performing authority

2018



Received Silver Award from the Armed Forces Employee Recognition Scheme



Centre for Public Scrutiny review found that Rushcliffe is a high performing authority with good scrutiny

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, more efficient civic offices, in the heart of our largest community, investing £16m in our residents' health and well-being. 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. This has safeguarded a historic building and preserved a much loved community asset.



GREEN INITIATIVES

As well as encouraging our residents to recycle their cans, bottles, newspapers and garden waste, we have championed a number of other green initiatives. These include Refill Rushcliffe, which encourages local businesses to allow residents to refill reusable water bottles; our tree planting scheme, through which we have already given away 850 trees; and electric car charging points at the Rushcliffe Arena.



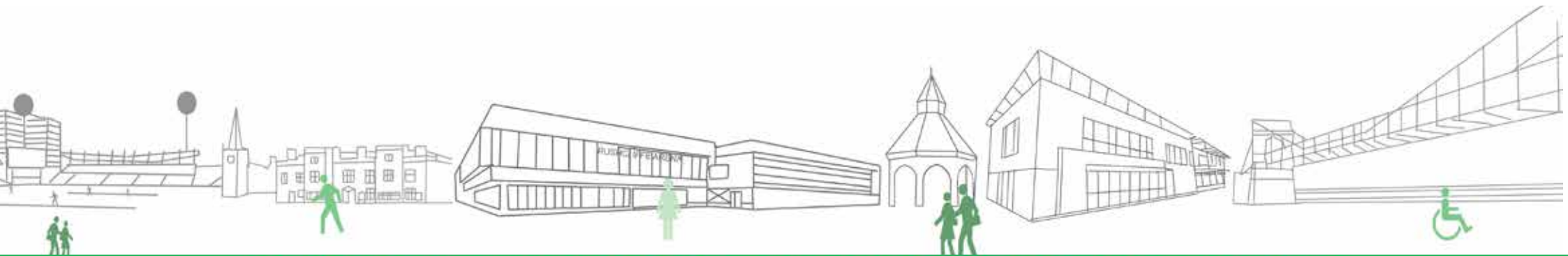
BUSINESS SUPPORT

Supporting business in the Borough is a key priority for us. We're committed to the Digital Growth programme which so far has supported over 150 local businesses, provided £69,000 in grants, delivered 36 workshops, and provided almost 2,000 hours of support to local small businesses.



HELP FOR THOSE IN NEED

We have aided residents in supporting local charity The Friary, an organisation which empowers homeless and disadvantaged adults to rebuild their lives. Our Friary collection scheme encourages residents to leave out clothing and food donations with their bins, which our waste team collects and transports to the Friary. In the past three years, we have collected over 30 tonnes of donations.



RUSHCLIFFE - GREAT PLACE - GREAT LIFESTYLE - GREAT SPORT



AWARD WINNERS

In 2018, we were named the Local Government Chronicle's Entrepreneurial Council of the Year and the Municipal Journal's Commercial Council of the Year. These awards were recognition of the work we had undertaken to deliver value for money services with the help of careful commercial projects for the benefit of our residents. The renovation of Bridgford Hall and the work of Streetwise, our grounds maintenance company, are examples of these commercial projects.



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, as well as providing support for existing and ex-armed forces personnel and their families. We achieved the Gold Employee Recognition Scheme Award in August 2019.



COTGRAVE REGENERATION

We have worked with local residents and partners to regenerate Cotgrave, including the development of nearly 500 new homes, 15 industrial premises, nine business units and 10 refurbished shops. Health, police, library and Council services now share one building in a revitalised town centre.



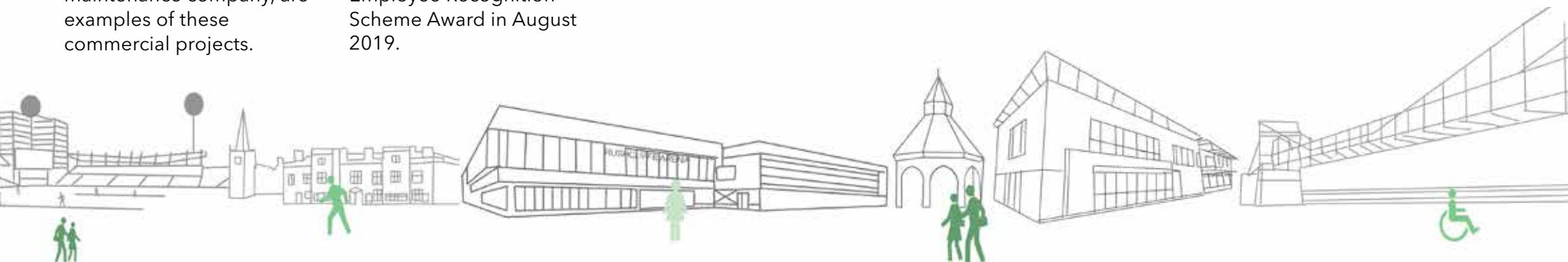
GROWTH BOARDS

We established growth boards in our major growth areas, bringing together public sector partners, local representatives of the community and businesses. Their aim is to work together to develop communities facing significant housing growth, making sure the Council meets the needs of existing, and future, residents and businesses.



NEW HOMES

We're 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, creating new communities, not just building houses. We have already facilitated the delivery of almost 3,000 new homes in the Borough.



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



Emptied **3.3 million bins**.



Processed the joint second largest residential and fourth largest commercial planning application in the country last year. Fairham will be a **£825m** development, providing **3,000** new homes and **2,500** new jobs.



Helped **180** individuals who were at risk of becoming homeless to find somewhere to live, preventing homelessness in the Borough.

Page 54



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



Helped **17,000** residents in person at our Community Contact Centres.



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** elderly or vulnerable people to live independently with one of our home alarms. This service also has a **100%** satisfaction rate.



Conducted over **300** food hygiene inspections, keeping you safe when eating out in the Borough.



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.

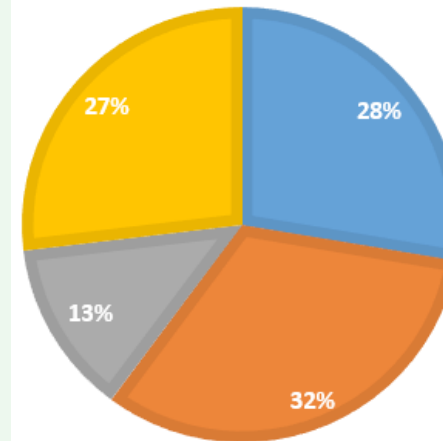
Funding for local Government from central Government has been steadily declining over the years (a loss in excess of £3.25m in Revenue Support Grant), and continues to be subject to great uncertainty in the form of the New Homes Bonus, which mainly supports our capital spend. We have responded to this 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 efficiencies of over £4m. We have also begun to think differently about making the most of our assets and generating additional income where we can. Over the last few years, we have:

Page 55

- maintained our position as the lowest Council Tax authority in Nottinghamshire for band D properties
- 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 and introduced minimal parking fees generating £0.7m per year
- introduced the Council's Asset Investment Strategy, investing in property, which already generates around £1.5m in income and we expect this to rise to £2.5m by 2023/24.

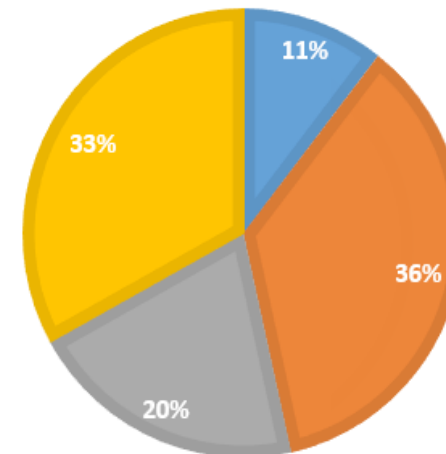
Going forward, the Council is still experiencing significant financial risk given the uncertainty over the system for business rates funding, the Fairer Funding Review, and the requirement to have a sustainable balanced budget each year. You can find an up to date overview of our financial position each year on our website.

2013/14



- Central Government Grant (£4.59 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 (£1.9m)
- 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 or 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 highlights projects we are committed to which fall within the Council's four priorities:



Page 57

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 this strategy and against each of the priorities of the Council. Where they contribute towards the Council's overall priorities and compliment 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.



QUALITY OF LIFE

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 are keen to preserve 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
- Recognising opportunities to create vibrant town centres which are attractive and accessible to all, as well as providing a pleasant retail experience
- Creating opportunities for young people to realise their potential.



Page 58

EFFICIENT SERVICES

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 the delivery of services
- Ongoing appraisal and alignment of resources linked 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 the Council, or by our arm's length companies, or by private and public sector partners.



SUSTAINABLE GROWTH

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 as delivering upon the commitments outlined below will require 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
- Ensuring our priorities are reflected in wider plans at a local, regional and national level to ensure we can maximise the opportunities for Rushcliffe of developments such as HS2 and the expansion of EMA whilst also providing support needed at some of our key sites including Ratcliffe on Soar Power Station
- Working with government agencies including Homes England, Highways England, Department for Business, Energy and Industrial Strategy, and The Ministry for Homes, Communities, Local Enterprise partnership and Local Government, to secure funding to support sustainable growth
- Delivering our Empty Homes Strategy which will prioritise action on long-term empty homes.

At Rushcliffe, we know that the natural environment is precious and not something we can afford to take for granted. We are fully committed to playing our part in protecting the environment today and enhancing it for future generations. We have already taken steps to ensure that, where we can, we are making changes to operate in a more environmentally responsible way. This has led to an 18.2% drop in greenhouse gas emissions up to April 2018 from our base year of 2008/09 for carbon emissions from our operations and services. But we appreciate we are at the start of a long and vital journey towards becoming a truly green Borough. Along this journey we will be:

- Reviewing our policies and ways of working to protect natural resources, and to implement environmentally beneficial infrastructure changes,
- Helping our residents become more environmentally friendly by providing advice and initiatives such as our free tree scheme
- Maximising our community leadership role to influence the behaviours of partners, businesses and our residents
- Encouraging developers to deliver carbon neutral homes
- Working to achieve a carbon neutral status for the Council's operations
- Administering Tree Preservation Orders, and other controls, to protect trees and hedgerows
- Ensuring that national air quality standards are achieved across the Borough
- Delivering a high quality waste and recycling collection service
- Continuing to support environmental initiatives such as tree planting schemes, reducing single use plastics and promoting Refill Rushcliffe
- Protecting the environment and public health by fulfilling our statutory responsibilities to regulate contaminated land, and control industrial and commercial processes.



THE ENVIRONMENT



Rushcliffe Arena, Rugby Road, West Bridgford, Nottingham, NG2 7YG

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Rushcliffe
Borough Council



Corporate Action Plan

2019

Page 61

The following action plan sets out the activities and the projects we are dedicated to delivering in line with the corporate priorities and commitments set out in our Corporate Strategy. This action plan will be monitored by our Executive Management Team and by Councillors who sit on the Corporate Overview Scrutiny Group on a quarterly basis.

New activities and projects that align to commitments made in the Corporate Strategy will be added to the action plan below as they emerge - this is the essence of a living strategy. Equally, as projects are completed they will be removed from the action plan to ensure it remains current and relevant.

You will always be able to access the most up to date version of the Corporate Strategy and its associated action plan on our [website](#).

QUALITY OF LIFE

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 2022	To provide modern, high-quality leisure and community facilities, as well as employment opportunities, to the growing population in the east of our Borough	2019-22	<ul style="list-style-type: none"> • Chapel Lane development complete and new leisure centre open by 2022 • Number of leisure centre users • Satisfaction of leisure centre users • Participation in sport figures • Quality of facility
Support the continued development of existing local growth boards for Radcliffe on Trent, Bingham, East Leake and West Bridgford; and create a new board for Fairham	Operate multi-sector partnership boards which are focused on shaping growth at a local level	2019-23	<ul style="list-style-type: none"> • Delivery of agreed action plans • Flourishing town centres
Review the Council's community facilities to ensure they meet the community need and contribute to the Council's property portfolio	To ensure the provision of high quality community facilities which meet community need	2019-21	<ul style="list-style-type: none"> • Community facilities reviewed by December 2020 • Number of community facility users • Positive feedback from users
Facilitate the development of a new Crematorium in the Borough by 2022	To provide additional community infrastructure resulting in additional capacity in the Borough alongside the existing Crematorium at Wilford Hill	2019-22	<ul style="list-style-type: none"> • Crematorium open by 2022 • Number of Crematorium users • Service satisfaction e.g. families and funeral directors
Deliver a targeted events and health development programme across the Borough (Rushcliffe Roots and the Rushcliffe Clinical Commissioning Group)	To protect our residents' health and facilitate healthier lifestyle choices	2019 onwards	<ul style="list-style-type: none"> • Number of participants in specific initiatives

EFFICIENT SERVICES

What are we going to do?	Why?	When?	How will we know we have achieved it? How will we know it is successful?
Relocate our R2Go service and Streetwise Environmental Ltd	To enable the current site at Abbey Road to be developed for residential housing	2019-20	<ul style="list-style-type: none"> • R2Go and Streetwise Environmental Ltd. will be relocated by December 2019 • Abbey Road site ready for housing development March 2020
Include digital principles in our communications and ways of undertaking business Page 63	To ensure that 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"> • Digital by Design Strategy delivered by 2023 • Time savings • Financial savings • Increased customer satisfaction • Residents satisfied with the number of ways they can access Council services
Relocate the Rushcliffe Community Contact Centre in West Bridgford	To ensure the continued provision of face to face customer services in West Bridgford	2020	<ul style="list-style-type: none"> • Rushcliffe Community Contact Centre relocated by March 2020 • Number of residents satisfied with the number of ways they can access Council services
Deliver our Medium Term Financial Strategy and Corporate Strategy	To ensure that we have 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"> • Ensure a balanced sustainable budget is agreed by Council resourcing the Corporate Strategy • This incorporates the Council's transformation programme which continues to evolve and deliver necessary efficiencies and additional income • Residents satisfied with the quality of services delivered • Residents believing that the Council delivers value for money

SUSTAINABLE GROWTH

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 ongoing delivery of 13,150 new homes and securing a 5-year land supply as detailed in the Rushcliffe Local Plan	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"> • Housing targets met • Sufficient supply of suitable housing is available to meet the needs of the community • Local Plan Part 2 adopted by December 2019 • Local Plan Part 1 reviewed in partnership with Greater Nottingham Housing Area by 2022
Support the delivery of employment land on all six strategic sites in Rushcliffe and other sites allocated through the Local Plan	To facilitate the provision of much-needed employment land in Rushcliffe encouraging businesses to set up and grow within the Borough providing jobs for local residents	2019-28	<ul style="list-style-type: none"> • Employment units built and occupied • New jobs created • Rental income received • 70ha of employment land to be delivered by 2028
Support the delivery of improved transport infrastructure potentially including the A46, A52 and 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"> • Infrastructure improvements delivered
Review the Asset 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, for community use, or for investment purposes	2019-20	<ul style="list-style-type: none"> • Refreshed Asset Management Plan adopted by 2020 • Efficient use of property for delivering services • Return on investment for investment properties • Community facilities that residents want and use

Support the delivery of affordable housing in the Borough, working with developers, providers and private landlords	To meet the 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"> • Delivery of affordable housing particularly for those most in need • Number of affordable homes delivered • Reduced waiting time on the housing list
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THE ENVIRONMENT

What are we going to do?	Why?	When?	How will we know we have achieved it? How will we know it is successful?
Refresh our carbon management plan and establish a carbon neutral target	To provide the Council with a roadmap to achieving carbon neutral status. This includes working with community and private sector partners as well as our supply chain and making public our commitment to protecting our environment	2020	<ul style="list-style-type: none"> • Carbon Management Plan adopted by the Council • Council has a clear road map to achieving carbon neutral status • Carbon Neutral target date is approved
Respond to any proposals from the Resources and Waste Strategy for England	To ensure that the Council remains compliant with Central Government policy	2019-23	<ul style="list-style-type: none"> • Fully funded strategic and operational plans in place to deliver any new requirements • Reduction in residual waste tonnage • Increase in recycling rates
Along with other councils across Nottinghamshire, lobby central government to introduce tougher building standards for new houses, through building regulations or planning regulations, to encourage developers to deliver sustainable homes	Climate change and the need to reduce carbon emissions	2022	<ul style="list-style-type: none"> • Change in regulation • Delivery of certified environmentally friendly homes • Contribution to carbon neutral target





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