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Our reference:
Your reference:
Date: 11 November 2019



To all Members of the Corporate Overview Group

Dear Councillor

A Meeting of the Corporate Overview Group will be held on Tuesday, 19 November 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 previous meeting held on 3 September 2019 (Pages 1 - 6)
4. Diversity Annual Report (Pages 7 - 22)

The report of the Executive Manager – Transformation is attached.

5. Implementation of Change
Verbal update by the Service Manager – Finance and Corporate Services.
6. Feedback from Scrutiny Group Chairmen
Verbal update by the Chairmen
7. Consideration of Scrutiny Work Programmes (Pages 23 - 40)

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

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8. Finance and Performance Management (Pages 41 - 62)

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
TUESDAY, 3 SEPTEMBER 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, N Clarke, F Purdue-Horan,
J Walker and J Wheeler

OFFICERS IN ATTENDANCE:

C Caven-Atack	Service Manager - Finance and Corporate Services
P Linfield	Executive Manager - Finance and Corporate Services
L Webb	Democratic Services Officer

9 Apologies for Absence

Apologies were received from Councillor A Brennan.

10 Declarations of Interest

There were no declarations of interest

11 Minutes of the meeting 20 June 2019

The minutes of the meeting on Tuesday 20 June 2019 were approved as a true record and were signed by the Chairman.

12 Implementation of Change

The Service Manager – Finance and Corporate Services provided the Group with an update regarding the change of the scrutiny process at the Council. The Service Manager was pleased to note that over 50% of Councillors attended the scrutiny training session delivered by East Midlands Councils and that a similar training session would be delivered to members of Cabinet. The Service Manager also informed the Group that the East Midlands Scrutiny Conference would take place at Rushcliffe Arena on the 4 October 2019.

13 Consideration of Scrutiny Work Programmes

The Chairman of the Governance Scrutiny Group informed the Group that the Risk Management item scheduled on the December 2019 agenda would be moved to September 2019. The Chairman also noted that the Group would be scrutinising the delivery of investments and the Council's assets as part of the

6 monthly asset and investment review in December 2019.

The Chairman of the Growth and Development Scrutiny Group stated that the Group would be visiting the Abbey Road site in advance of their first meeting scheduled on the 15 October. The Chairman was also keen to invite the relevant portfolio holder(s) to the Group's meetings in order to answer their questions.

The Chairman of the Communities Scrutiny Group informed the Group that a partnership presentation by the Trent Bridge Community Trust would be delivered to Councillors on the 27 September in order for newly elected Councillors to find out more information before the partnership was scrutinised on the 3 October. The Chairman was also keen to scrutinise the Council's Carbon Management Plan as a review of the 2010 Carbon Management Plan was due to be considered by Cabinet no later than March 2020. It was also agreed that the Public Spaces Protection Order would be scrutinised by the Communities Scrutiny Group before being considered by Council in December 2019.

Following the updates from the Scrutiny Group Chairmen, the Group discussed potential additional topics to be discussed at scrutiny groups. Topics discussed by the Group included the negotiation and delivery of Section 106 agreements, the development of Fairham and the Bingham Growth Programmes; and Planning particularly enforcement to be revisited. It was advised that the Group should see if the topics met the criteria of the scrutiny matrix in order for them to be scrutinised or whether forthcoming training sessions would provide sufficient assurance. The Group were also informed that a report regarding Edwalton Golf Club would be considered by Cabinet by the end of the year.

It was **RESOLVED** that

- a) The scrutiny work programme matrices be updated to reflect the aforementioned stated topics and any other comments on their inclusion be forwarded on by the Executive Manager Finance and Corporate Services and agreed with the Corporate Overview Group Chairman; and
- b) Relevant Scrutiny Group Chairmen invite portfolio holders, if it is deemed necessary, to attend their respective meetings.

14 **Consideration of Requests for Scrutiny for Councillors**

Requests for scrutiny were considered under the previous item.

15 **Finance and Performance Monitoring Q1**

The Financial Services Manager presented the report of the Executive Manager – Finance and Corporate Services, which detailed the Council's position in terms of financial and performance monitoring as of 30 June 2019. The Financial Services Manager noted that there was an overall variation of £285,000, which was mainly due to additional planning income. It was also stated that the original capital programme of £16.506 million had been supplemented by net brought forward and in-year adjustments of £13.118

million, which gave a revised total of £29.624 million. The Group were informed that the net efficiency position of £15.326 million was primarily due to significant sums of the Fairham development and the redevelopment of the depot.

The Service Manager – Finance and Corporate Services explained that in order for the Corporate Overview Group to accurately monitor performance two scorecards had been developed. The first, the Corporate Scorecard, monitored 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 monitored the operational performance of the Council in key areas of service delivery which had been identified by looking at the priorities of Rushcliffe residents. The Service Manager noted that 21 indicators had been performing in line with previous performance and were meeting current targets and that seven indicators had been highlighted as exceptions.

Following questions from the Corporate Overview Group, the Service Manager explained that many of these performance indicators had been in place for over 20 years at the Council and were reviewed on an annual basis. Based on the performance indicators, it was suggested by the Group that the planning application process should be scrutinised (as previously stated) and that funds spent on improving community facilities should be pushed back as much as possible until they were scrutinised by the Communities Scrutiny Group and the marketing outcome of Lutterell Hall was finalised. The Executive Manager – Finance and Corporate Services advised this was the case and it was normally health and safety related and other such urgent items where expenditure is incurred.

The Chairman requested that in future updates, the explanations with regard to performance indicators highlighted as exceptions be included in the scorecard displayed at the Appendix as well as in the report.

It was RESOLVED that

- a) 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 be noted and there are no further comments for Cabinet.

16 Customer Feedback Annual Report

The Service Manager – Finance and Corporate Services presented the report of the Executive Manager – Finance and Corporate Services, which summarised the customer feedback received by the Council during 2018/19 and provided a comparison to previous performance as well as to other authorities. Key points included:

- 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 had 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.

The Group praised the officers for dealing with complaints efficiently. It was explained that complaints raised on social media were often short-term issues such as a missed bin and were dealt through a direct conversation with the resident. The Group suggested that the Council should reply to a resident directly on Twitter to let them know that their complaint would be dealt with over private message so that other followers of the Council on social media would be able to see that the Council responds to its complaints timely.

It was **RESOLVED** that the key points highlighted in this report were noted.

17 Corporate Strategy Update

The Service Manager – Finance and Corporate Services asked the Group to consider the revised draft of the Corporate Strategy which they had previously considered in June 2019. The Service Manager noted that amendments had been made as requested including the implementation of a new priority and changes to the ‘our journey so far’ timeline.

The Group raised concerns that some of the statements made in the introduction of the strategy could become outdated. It was suggested that either these statements be removed or that versions of the corporate strategy be date stamped as it was envisioned that the corporate strategy would be a ‘living document’ which would be amended overtime. The Group agreed the wording regarding the number of homes delivered is revised to “As of April 2019, we have facilitated the delivery of 3,400 new homes.” The Group praised both councillors and officers for implementing ‘the environment’ as an additional priority for the Council.

It was **RESOLVED** that the Corporate Strategy 2019 – 2023 is recommended to Cabinet for approval subject to the one change regarding the number of homes delivered including the wording “As of April 2019...”.

Action Sheet

Minute Number	Actions	Officer Responsible
13	Update work programmes for all scrutiny groups to reflect changes discussed at item 6.	Service Manager – Finance and Corporate Services
13	Construct scrutiny matrices for topics highlighted by Scrutiny	Service Manager – Finance and Corporate Services

	Group Chairmen following the discussion of item 6.	
15	Include explanations for exceptions in scorecards contained in appendices for ease of understanding.	Service Manager – Finance and Corporate Services
17	Recommend to Cabinet a wording change in the introduction of the Corporate Strategy to include: 'As at [date], 3400 new homes have been built in the Borough'.	Service Manager – Finance and Corporate Services

The meeting closed at 8.45 pm.

CHAIRMAN

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Corporate Overview Group

Tuesday, 19 November 2019

Diversity Annual Report 2018/19

Report of the Executive Manager – Transformation

1. Summary

1.1. This annual report sets out the Council's performance against the objectives set out in the Single Equality Scheme during 2018/19. These are to:

- Monitor the demographic make-up of our residents and our workforce
- Consult customers and staff where appropriate
- Carry out equality impact assessments as part of our four-year plan.

1.2. The information in the report compares the demographic information for the Borough, using the latest census information, with that of our workforce with this information being taken from the HR /Payroll system.

2. Recommendation

It is recommended that the Corporate Overview Group consider and endorse the report.

3. Reasons for Recommendation

3.1. The public sector equality duty is a duty on public authorities to consider or think about how their policies or decisions affect people who are protected under the Equality Act. Although there is no explicit legal duty for Public Sector bodies to collect and use equality data, authorities must understand the impact of their policies and practices on people with protected characteristics. Therefore collecting, analysing and monitoring information is an important way to develop this understanding.

4. Supporting Evidence

4.1 A breakdown of the ethnicity of the Borough in comparison with the East Midlands and nationally is shown at Appendix A.1.

4.2 Our workforce information shown at Appendix B.1 shows that we do not currently reflect the demographic of the Borough, however the Council continues to strive through its equality training and policies to ensure the Council operates its recruitment policies fairly and encourages applications from under -represented groups.

Age Profile

- 4.3 The age profile of Rushcliffe indicates that the Borough has a larger proportion of residents who are over 60 years of age (25%) than the national average (22%). There are also a larger proportion of residents between the ages of 45 and 59 within Rushcliffe (21%) than nationally (19%). Appendix A.2.
- 4.4 Conversely there are fewer younger residents between 16 and 29 (15%) than nationally (18%), with the largest disparity within the 25 to 29 year old age group (4.8% and 6.8%).
- 4.5 The age profile of the organisation shows that there is a peak at 35-44 this is a minor shift from the previous year which reported a peak 45-54.) The authority continues to support employees who wish to continue working, keeping knowledge within the Organisation as well as working towards ensuring effective succession planning by improving the age diversity of the workforce. The number of under 25's has decreased by 7 as the YouNG programme is now operating out of Trent Bridge Community Trust. Appendix B.2.

Disability

- 4.6 Data from the 2011 Census shows that 7,540 people (6.78% of the population) in Rushcliffe have a long term health problem or disability which limits their daily activities to a greater extent. A further 9, 939 (8.94%) are limited to a lesser extent. These are lower than the percentages for England and Wales which are 8.50% (greater extent), and 9.41% (a lesser extent).
- 4.7 Whilst the proportion of people with long term health problems increases with age (and Rushcliffe has a greater proportion of elderly residents), the reduced number of those with long term health problems or disability is a likely reflection of the Borough's greater wealth and the benefits this has for public health directly, through access to healthcare, and indirectly through improved diet and leisure activities Appendix A.3.
- 4.8 The number of employees who declare they have a disability has increased from previous years. Much of this is down to better record keeping and a culture where individuals are happier to declare. As an authority we continue to support employees who are either disabled when they join the authority or become disabled during their time with us. This is through our policies and occupational and welfare services Appendix B.3.
- 4.9 The Council is a Disability Confident Employer and on meeting the required criteria will be reaccredited in 2020.
- 4.10 In 2018 for the second year the Council partnered with Leonard Cheshire Homes on their 'Change 100' scheme where we agreed a 100-day internship to a disabled graduate in order to assist with their employability skills.

Gender

- 4.11 The gender profile for the Borough area shows there are slightly more females than males currently residing in the Borough Appendix A.3.
- 4.12 The gender split at Rushcliffe shows fewer female employees than males which is, in some part, due to the Council 's manual workforce The Council has worked to encourage female employees into this environment and will continue to promote fair recruitment practices and positive action to encourage a diverse workforce. The Council recruited its first female HGV driver in 2018. We continue to encourage women and men with young families or caring responsibilities by offering flexibility and family friendly policies Appendix B.4.
- 4.13 Gender pay reporting legislation requires employers with 250 or more employees to publish statutory calculations every year showing how large the pay gap is between their male and female employees. The figures for the 2018/19 year is shown at Appendix B.5.

Consultation

- 4.14 As an Authority we continue to ensure that we consult with our residents and employees on policies and service delivery. This allows us to take into account the views of those who will be utilising the policies and they can give their perspective on how the policies may influence them.
- 4.15 Examples of consultations during the period 2018/19 are shown at Appendix C.1.

Equality Impact Assessments

- 4.16 The organisation is aware of the need to consider the impact of decisions it makes on the citizens it represents and also the workforce it employs. To this end, Equality Impact Assessments are undertaken on key policies and strategies. A list of Equality Impact Assessments that have been completed /reviewed over the last 12 months is shown at Appendix C.2.

Continuous Improvement through Training and Development

- 4.17 The Council's employees have regular opportunities for training and development via various methods of delivery. These have been attended or completed via our online training in the last 12 months:
- Mental Health First Aiders training
 - Dementia Awareness (Dementia Friends)Training
 - Equality and Diversity e-learning.

4.18 These all help to establish an understanding of issues that affect certain disadvantaged groups that live within the Borough, and reinforce the awareness of equality issues.

5. Risks and Uncertainties

Failure to collect and use equality data means the Council runs the risk of not understanding the impact of its policies and practices on people with protected characteristics.

6. Implications

6.1. Financial Implications

No financial implications arising directly from this report. Costs associated with training and development of employees are contained within existing budgets.

6.2. Legal Implications

This report supports the Council's compliance with the Equalities Act 2010.

6.3. Equalities Implications

This report contains information regarding the Council's monitoring of Equality objectives under the Public Sector Duty, as well as complying with the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017.

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

Section 17 requires local authorities to consider the community safety implications of all their activities. The Council's Equality scheme shows a commitment to monitor the demographic information of the Borough, encouraging knowledge of the people we serve of Councillors and employees and encouraging cohesiveness.

7. Link to Corporate Priorities

This report links to the Corporate Strategy key theme of:

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

8. Recommendations

It is recommended that the Corporate Overview Group consider and endorse the report.

For more information contact:	Juli Hicks Strategic Human Resources Manager 0115 914 8316 jhicks@rushcliffe.gov.uk
Background papers Available for Inspection:	<i>Rushcliffe Borough Councils Equality Scheme 2016-20</i>
List of appendices (if any):	Appendix A Demographic Information Appendix B Rushcliffe Borough Council Workforce Equality Information. Gender Pay gap Information Appendix C Consultations and EIA's

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APPENDIX A1 DEMOGRAPHIC- ETHNIC GROUPS

Census 2011	Rushcliffe	%	East Midlands	%	England	Column1
All Usual Residents	111,129	100.0	4,533,222	100.0	53,012,456	100.0
White; English/Welsh/Scottish/Northern Irish/British	100,363	90.3	3,871,146	85.4	42,279,236	79.8
White; Irish	810	0.7	28,676	0.6	517,001	1.0
White; Gypsy or Irish Traveller	23	0.0	3,418	0.1	54,895	0.1
White; Other White	2,308	2.1	143,116	3.2	2,430,010	4.6
Mixed/Multiple Ethnic Groups; White and Black Caribbean	736	0.7	40,404	0.9	415,616	0.8
Mixed/Multiple Ethnic Groups; White and Black African	159	0.1	8,814	0.2	161,550	0.3
Mixed/Multiple Ethnic Groups; White and Asian	723	0.7	21,688	0.5	332,708	0.6
Mixed/Multiple Ethnic Groups; Other Mixed	331	0.3	15,318	0.3	283,005	0.5
Asian/Asian British; Indian	2,361	2.1	168,928	3.7	1,395,702	2.6
Asian/Asian British; Pakistani	1,072	1.0	48,940	1.1	1,112,282	2.1
Asian/Asian British; Bangladeshi	40	0.0	13,258	0.3	436,514	0.8
Asian/Asian British; Chinese	558	0.5	24,404	0.5	379,503	0.7
Asian/Asian British; Other Asian	583	0.5	37,893	0.8	819,402	1.5
Black/African/Caribbean/Black British; African	202	0.2	41,768	0.9	977,741	1.8
Black/African/Caribbean/Black British; Caribbean	349	0.3	28,913	0.6	591,016	1.1
Black/African/Caribbean/Black British; Other Black	76	0.1	10,803	0.2	277,857	0.5
Other Ethnic Group; Arab	153	0.1	9,746	0.2	220,985	0.4
Other Ethnic Group; Any Other Ethnic Group	282	0.3	15,989	0.4	327,433	0.6

Appendix A2 - Census Demographic Information Rushcliffe

Table 1: Age groups within Rushcliffe Age		Rushcliffe Total		England and Wales	
Number		%		%	
Age 0 to 4	6,392	5.8		6.2	
Age 5 to 7	3,790	3.4		3.4	
Age 8 to 9	2,443	2.2		2.2	
Age 10 to 14	6,621	6.0		5.8	
Age 15	1,332	1.2		1.2	
Age 16 to 17	2,716	2.4		2.5	
Age 18 to 19	2,562	2.3		2.6	
Age 20 to 24	6,174	5.6		6.8	
Age 25 to 29	5,320	4.8		6.8	
Age 30 to 44	22,178	20.0		20.5	
Age 45 to 59	23,767	21.4		19.4	
Age 60 to 64	7,411	6.7		6.0	
Age 65 to 74	10,627	9.6		8.7	

Appendix A 3 – DEMOGRAPHIC INFORMATION -Disability and Gender

Long-term activity-limiting illness or disability

All those reporting a long term health problem or disability (including those related to age) that limited their day-to-day activities and that had lasted, or was expected to last, at least 12 months, were asked to assess whether their daily activities were limited a lot, a little or not at all by such a health problem. Data shown as a percentage of total population and those aged 16 to 64. (Numbers are shown in brackets).

Table: Census 2011 Long-term activity-limiting illness or disability			
	Rushcliffe	England	Nottinghamshire
Day-to-day activities limited a lot (% of total population)	6.8 (7,540)	8.3	9.7
Day-to-day activities limited a lot (aged 16-64)	3.8 (2,655)	5.6	6.4
Day-to-day activities limited a little (% of total population)	8.9 (9,939)	9.3	10.6
Day-to-day activities limited a little (aged 16-64)	6.1 (4,298)	7.2	8.2
Day-to-day activities not limited (% of total population)	84.3 (93,650)	82.4	79.7
Day-to-day activities not limited (aged 16-64)	90.1 (63,175)	87.3	85.3

Gender

Sex	Rushcliffe	East Midlands	England
All Usual Residents	111129	4533222	53012456
Males	54703	2234493	26069148
Females	56426	2298729	26943308

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Appendix B1 -RBC -Ethnicity 2018

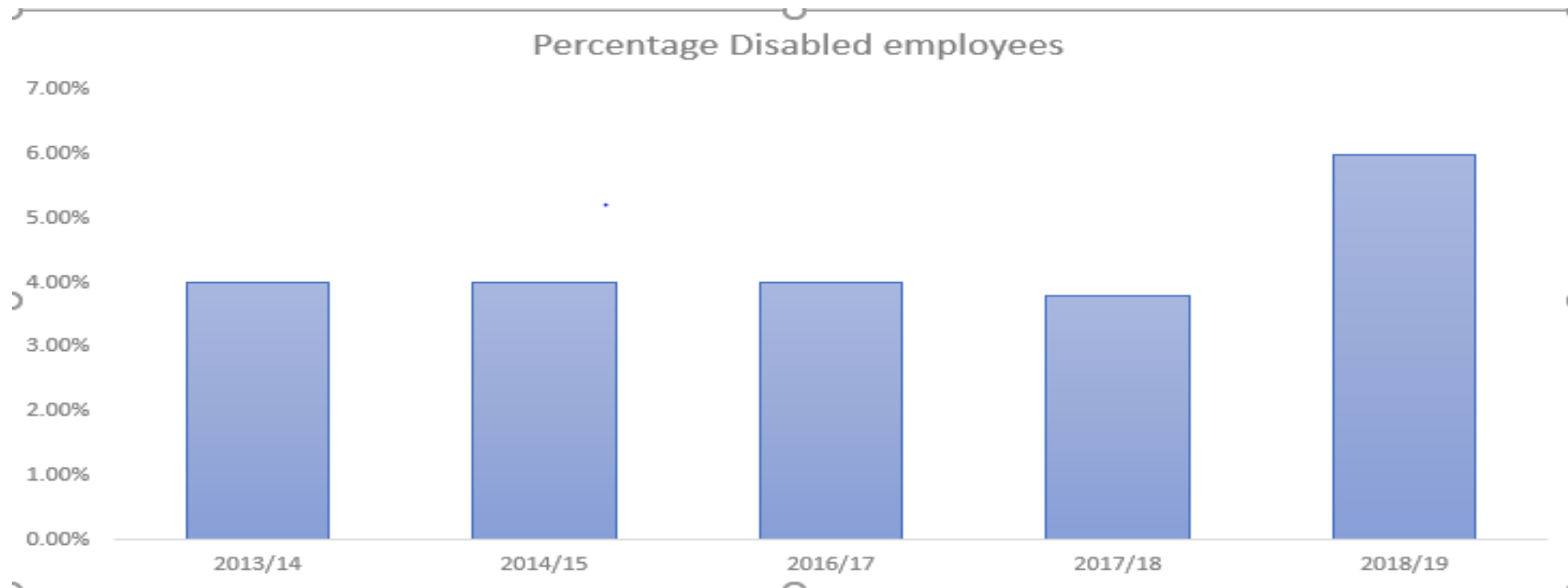
Service Area	Total Headcount	Asian	Black	Chinese	White British	Other White	Mixed	Other Ethnic Group	Undeclared Ethnic Group
Executive Management	6	0	0	0	6	0	0	0	0
Communities	55	0	1	0	50	1	1	0	2
Finance and Commercial	52	2	0	1	49	0	0	0	0
Neighbourhoods	89	0	1	0	83	1	2	0	2
Transformation	64	2	0	0	62	0	0	0	0
Total	266	4	2	1	250	2	3	0	4

Appendix B2 -RBC -Age Diversity 2018 (Previous year in brackets)

Age under 18	Age 18-24	Age 25-34	Age 35-44	Age 45-54	Age 55-64	Age Over 64
0 (7)	13 (17)	44 (41)	77 (64)	75 (76)	50 (52)	7 (4)

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Appendix B3 Disability



Appendix B4- RBC Gender Split

Males	152
Females	113

Appendix B5 -Gender Pay Gap information 2018

Mean Average

	£ per hr 2018
Female	13.12
Male	14.71
Difference	1.59
Mean Gender Pay gap in hourly rate	10.8%

Median Average

	£ per hr 2018
Female	11.12
Male	11.11
Difference	-0.01
Median gender pay gap in hourly rate	-0.10%

Bonus

	2018
Mean Bonus pay gap	-96.4%
Median Bonus pay gap	-279.3%

Proportion of males/ females receiving Bonus

	2018
Female	3.8%
Male	3.3%

Proportion of males/ females in each pay quartile

	2018	
	Female	Male
1st (highest pay)	37.5%	62.5%
2nd	45.3%	54.7%
3rd	25.0%	75.0%
4th (lowest pay)	56.9%	43.1%

Appendix C1 -Consultation Events undertaken 2018/19

Public	Employees
Residents Survey	Abbey Road Depot Move
Empty Homes Strategy	Internal Reorganisations
Statement of Principals Gambling Act	Mileage Allowances
Statement of Principals Licencing Act	Overtime Review
WB Town Centre Review	
Local Plan Part 2	
Community Infrastructure Levy Grant	
Off Street Parking Policy	
Keyworth Bunny Lane Car Park	

Appendix C2 Rushcliffe Equality Impact Assessments 2018/19

Policy -Event-Process
Risk Assessment Policy
Working at Height Policy
First Aid Policy
Grievance Procedure
Accident Reporting
COSHH
Young Persons' Policy
Driving at Work
Depot Relocation

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Corporate Overview Group

Tuesday, 19 November 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 (Appendix Two)
- b) consider the complete scrutiny matrices included at Appendix Three and decide whether or not they 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, and updated in September 2019, by the Corporate Overview Group. The Group is asked to consider if the work programmes remain appropriate and achievable for the current year. Work programmes have also been rolled forward into the next municipal year to aid forward planning of activities.
- 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 potential items for scrutiny as raised by members of the Corporate Overview Group at the last meeting and the completed matrices for those elements that can be taken forward at this stage.
- 4.4 There will be cases in which scrutiny is not necessary or appropriate at this time. This is the case where existing member working groups or Growth Boards are in situ which are in effect directing and scrutinising areas of work.

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 matrices included at Appendix Three and decide whether or not they 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 Appendix 3 – Items Considered for Scrutiny

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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/publicationscheme/3whatourprioritiesareandhowwearedoing/Corporate%20Strategy%202019-23.pdf

Medium Term Financial Strategy, Investment Strategy, Transformation Plan

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

Appendix 1

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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 ○ 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 ○ Financial and Performance Management • Rolling Items <ul style="list-style-type: none"> ○ xx
June 2020	<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 ○ Financial and Performance Management • Rolling Items <ul style="list-style-type: none"> ○ Corporate Strategy ○ Health and Safety Annual Report
September 2020	<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 ○ Financial and Performance Management • Rolling Items

	<ul style="list-style-type: none"> ○ Corporate Strategy ○ Customer Feedback Annual Report
November 2020	<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 ○ Financial and Performance Management ● Rolling Items <ul style="list-style-type: none"> ○ Diversity Annual Report
February 2021	<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 ○ 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 September	<ul style="list-style-type: none"> ● Internal Audit Progress Report ● Annual Audit Letter
Tuesday 3 December	<ul style="list-style-type: none"> ● Internal Audit Progress Report ● Asset Management Plan ● Capital and Investment Update ● Risk Management ● Amendments to the Constitution
Thursday 6 February	<ul style="list-style-type: none"> ● Internal Audit Progress Report ● Treasury Management Strategy ● Internal Audit Strategy ● External Audit Plan ● Certification of Grants and Returns
Wednesday 13 May	<ul style="list-style-type: none"> ● Internal Audit Progress Report ● Internal Audit Annual Report ● Risk Management ● Annual Asset and Investment Strategy Report ● Annual Governance Statement
July 2020	<ul style="list-style-type: none"> ● Annual Fraud Report ● External Auditor's Report to those Charged with Governance 2019/20 ● Statement of Accounts 2019/20

	<ul style="list-style-type: none"> • Risk Management Progress Report • Capital and Investment Outturn 2019/20
September 2020	<ul style="list-style-type: none"> • Internal Audit Progress Report • Annual Audit Letter
December 2020	<ul style="list-style-type: none"> • Internal Audit Progress Report • Capital and Investment Update • Risk Management
February 2021	<ul style="list-style-type: none"> • Internal Audit Progress Report • Treasury Management Strategy • Internal Audit Strategy • External Audit Plan • Certification of Grants and Returns
May 2021	<ul style="list-style-type: none"> • Internal Audit Progress Report • 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
June 2020	<ul style="list-style-type: none"> •
October 2020	<ul style="list-style-type: none"> •
January 2021	<ul style="list-style-type: none"> •
March 2021	<ul style="list-style-type: none"> •

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

	<ul style="list-style-type: none"> • Carbon management plan development and review
Thursday 19 March	<ul style="list-style-type: none"> • Resources and Waste Strategy – Govt Proposals
July 2020	<ul style="list-style-type: none"> •
October 2020	<ul style="list-style-type: none"> •
January 2021	<ul style="list-style-type: none"> •
March 2021	<ul style="list-style-type: none"> •

Appendix

Potential Items to be considered by Scrutiny, Reasons for Rejection and Matrices for those that Could be Added to Scrutiny Work Programmes

Area of Work / Proposed by	Reason for Rejection / Comment	To be considered – see Matrix or No
<p>Section 106 and CIL</p> <p>Councillor N Clarke, Chairman of the Growth and Development Scrutiny Group</p>	<p>CIL already considered by Growth and Development Scrutiny Group this year. Unclear what the focus/objective is for proposed s106 scrutiny. In addition, RBC has limited control over the formulae which are set by NCC and it is unlikely they would participate in any review.</p>	<p>No</p>
<p>Proposals for Fairham</p> <p>Councillor T Combellack, Chairman of the Corporate Overview Group</p>	<p>Separate Growth Board for Fairham has been set up and will feed into the Strategic Growth Board. Housing and employment project reported via LDF and Local Plan progress. If councillors would like to be more informed about the new development, then a presentation from the developer could be sought.</p>	<p>Yes, included for consideration</p>
<p>Bingham Growth Agenda</p> <p>Councillor T Combellack, Chairman of the Corporate Overview Group</p>	<p>Separate Growth Board for Bingham to oversee growth and development of the area; also there is a separate Bingham Leisure Centre Member Working Group to oversee the development of the Chapel Lane site with proportionate member representation. A report to Cabinet is planned for January.</p>	<p>No. Await Cabinet report and any issues that may arise.</p>
<p>Borough Wide Community Facilities</p> <p>Councillor J Wheeler, Chairman of the</p>	<p>The majority of facilities outside of West Bridgford are the responsibility of Parish Councils and not in Council control which are currently being reviewed. As</p>	<p>Yes – included for consideration as part of the WB</p>

Communities Scrutiny Group	part of the WB review the scope will include wider facilities across the Borough.	review scheduled for January 2020
Planning Performance Councillor T Combellack, Chairman of the Corporate Overview Group	Planning has been subject to a separate Peer Review and this has been reported upon and a follow-up report taken to Cabinet 18 months ago. Whilst performance against some operational planning service indicators is below target the reasons for this has been explained by officers. Importantly, strategic indicators show positive performance. For areas like enforcement, specific training sessions have been provided. And planning enforcement has been scrutinised.	No
Community Events Programme Councillor F Purdue-Horan, Chairman of the Governance Scrutiny Group	Most community events are held by Parish Councils, West Bridgford does not have a parish council and therefore specific events are held in West Bridgford. Some events have been held in Cotgrave, Ruddington and Bingham where there are larger communities to add vibrancy to the areas.	No
Pensions Investment Councillor J Walker, Vice Chairman of the Governance Scrutiny Group	The Council is part of the Nottinghamshire Pensions Scheme which is administered by the County Council. As the Council does not control this service, there is a limit to what can be influenced or changed at this stage.	No
Edwalton Golf Courses	A report considering the future of Edwalton Golf Course is being drafted for Cabinet in December.	Await outcome from Cabinet

Councillor T Combellack, Chairman of the Corporate Overview Group	Scrutiny may be appropriate following this.	
<p>Public engagement in scrutiny</p> <p>Councillor J Walker, Vice Chairman of the Governance Scrutiny Group</p>	Public engagement in both the identification of topics of concern to the community and as expert witnesses brought into participate in scrutiny is considered where it is already done to add value to the process. Councillors are keen to consider ways in which this could be achieved at Rushcliffe.	Yes, included for consideration

Appendix

Topic: Proposals for Fairham

The Council has ambitious plans for a new community within the Borough at Fairham. Outline planning permission was granted in July 2014 for up to 3,000 homes, employment developments up to 100,000sqm, retail development up to 2,500sqm, a primary school, community facilities such as parks, playing pitches and a community hall, and a village centre including shops and amenities. The Section 106 agreement was signed in May 2019. The site is complex and split across a number of landowners who are working together as a consortium to bring the development forward. The Council has been awarded external funding to support the infrastructure development allowing the site development to be brought forward. This significant project links directly to the Council’s Sustainable Development corporate priority.

The purpose of this scrutiny investigation is to:

- Understand the current proposals for residential and commercial development on the Fairham site.
- Identify any gaps in provision / vision and suggest ways of engaging with and complimenting existing communities.
- Recommend any notable ideas or changes to Cabinet.

Initial questions to ask	
Why would we do this?	<ul style="list-style-type: none"> • Is an issue of public concern • Is a key element of our new Corporate Strategy • It is considered essential to create a new community that compliments its surroundings and becomes an integral part of the Borough
How does it link to the Council’s Corporate Strategy?	<ul style="list-style-type: none"> • Expressly mentioned in the Sustainable Development priority
What tangible benefits could result for the community or our customers?	<ul style="list-style-type: none"> • Greater oversight at the early stages of development will ensure that the Council’s ambitions are realised
What evidence is there to support the need for a review?	<ul style="list-style-type: none"> • Community concern
What would we wish to achieve and why?	<ul style="list-style-type: none"> • Better understanding of the proposed development
Are resources available to undertake a scrutiny exercise and will the work programme accommodate it?	<ul style="list-style-type: none"> • Yes, if it follows, rather than running concurrently with, other scrutiny activities, resources can be found to support this review

Reasons to reject the topic	

Is it covered by the terms of reference for a scrutiny group?	<ul style="list-style-type: none"> • Yes, the Growth and Development Scrutiny Group
Is it already being addressed?	<ul style="list-style-type: none"> • No
Is it part of a legal process?	<ul style="list-style-type: none"> • No
Does it fall within the Council's complaints procedure?	<ul style="list-style-type: none"> • No
Is it a staffing matter that would fall within the jurisdiction of the Head of Paid Service?	<ul style="list-style-type: none"> • No
Is it unlikely to result in real or tangible improvements for local people?	<ul style="list-style-type: none"> • No
Is there sufficient capacity to support such a review?	<ul style="list-style-type: none"> • 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				
	3	X			
	2				
	1				
		1	2	3	4
		Impact			

Outcome:

Topic: Public engagement in scrutiny

Scrutiny will be most effective if it is open, transparent and embraces public involvement. In its present form, the public are rarely seen at the council's scrutiny meetings and there are no formal mechanisms for them to speak, unlike other forums within the Borough.

Actively seeking out the views and concerns of the public to influence will make real the work we do in scrutiny as well as ensuring we remain current and fit for purpose. We can't assume that we will pick up on all issues that may arise within the Borough and need help from our residents in providing a valuable extra layer of scrutiny.

As we are embarking on a new format for scrutiny is an excellent opportunity for us to try new ideas and approaches, unbridled from the prescriptive and formal methodology necessary in other areas of the Council.

Initial questions to ask	
Why would we do this?	To make scrutiny more democratic, transparent and fit for purpose. To show that our borough is actively trying to show we are progressive and thinking of new and inventive ways of increasing engagement.
How does it link to the Council's Corporate Strategy?	"Operating in an ever more transparent manner, ensuring residents feel fully informed and involved in decision making." Corporate Strategy 2019-2023
What tangible benefits could result for the community or our customers?	Involving the community in our scrutiny process will help make it fit for purpose and help us to serve the residents we are there to serve.
What evidence is there to support the need for a review?	It was very much encouraged as an example of best practise at our latest East Midlands Council gathering.
What would we wish to achieve and why?	Increased ownership and involvement in local government but people who may not be immediately drawn into politics. We could look to engage members of the public that wouldn't normally come to meetings.
Are resources available to undertake a scrutiny exercise and will the work programme accommodate it?	"The Good Scrutiny Guide" and https://www.gov.uk/government/publications/overview-and-scrutiny-statutory-guidance-for-councils-and-combined-authorities

Reasons to reject the topic	
Is it covered by the terms of reference for a scrutiny group?	Not yet
Is it already being addressed?	No
Is it part of a legal process?	No
Does it fall within the Council's complaints procedure?	No
Is it a staffing matter that would fall within the jurisdiction of the Head of Paid Service?	No
Is it unlikely to result in real or tangible improvements for local people?	Increased transparency and community involvement.
Is there sufficient capacity to support such a review?	Dependant on timing of review.

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			
	3			
	2		X	
	1			
		1	2	3
Impact				

Outcome:

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Corporate Overview Group

Tuesday, 19 November 2019

Finance and Performance Management Quarter 2

Report of the Executive Manager – Finance and Corporate Services

1. Purpose of report

- 1.1. This report highlights the quarter two position in terms of financial and performance monitoring for 2019/20. These items were previously reported to Corporate Governance Group and Performance Management Board. The Corporate Strategy 2019-2023 was adopted at Full Council on 19 September 2019 and performance measures will be developed to align with strategic tasks in line with the delivery of annual service plans.
- 1.2. Overall, the financial position for the year is positive with overall service revenue efficiencies of £390k and business rates additional income of £68k with an overall revenue efficiency position of £454k. Such funding will be required given the significant risks in relation to future business rate income streams and the challenge of funding the important carbon reduction agenda.
- 1.3. The capital programme shows a planned underspend of £13.530m largely due to sums no longer required such as for Fairham Pastures, Abbey Road and the Asset Investment Strategy. In the case of the latter this may be revisited subject to the Council's position regarding the Crematorium. Furthermore, some projects require sums to be carried forward such as for the Bingham Leisure Hub.
- 1.4. In terms of performance, there are 17 tasks and 30 indicators on the strategic scorecard and performance is generally good at this stage of the year. Explanations to provide context and further information where performance is not meeting targets are provided.

2. Recommendation

It is RECOMMENDED that the Group:

- a) Note the projected revenue position for the year with £454k of budget efficiencies and the capital underspend of £13.530m are noted
- b) Discusses the identified finance and performance 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 the finance elements of this report to Cabinet for consideration along with any observations it wishes to make.

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 September 2019. This shows projected net efficiency savings for the year to date of £390k and £68k due to business rates variation. The overall £454k variation represents -3.95% against the net expenditure budget and we currently anticipate £650k to be transferred to reserves to meet in particular business rates risk going forward and to enable the Council to fund investment to support its climate change agenda (see paragraphs 5.3 and 5.4). 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. The financial position to date reflects a number of positive variances totalling £757k including additional income from planning applications (£170k), and treasury investment income (£282K); and reduced expenditure on staffing (£120k). There are several adverse variances totalling £327k. Reasons include £111k as the expected level of housing benefit overpayments recovered has reduced and bank commission charges of £60k due to delay in change of supplier.

Capital Monitoring

- 4.4. The updated summary of the Capital Programme monitoring statement and funding position is shown at **Appendix B** as at 30 September 2019. The projected variance at this stage is £13.530m.
- 4.5. The original Capital Programme of £16.506m has been supplemented by a net brought forward and in-year adjustments of £10.654m giving a revised total of £27.160m. The net expenditure efficiency position of £13.530m is primarily due to the following:
- a) Bingham Leisure Hub £5.245m – spend not anticipated until 2020/21;
 - b) Abbey Road Redevelopment £1.485m – spend no longer required in relation to the Depot;
 - c) Crematorium £1.6m – the direction of travel is still to be determined regarding the Council's position on the operation of a crematorium;
 - d) NCCC Loan £0.75m – NCCC have informed the Council the remaining balance is no longer required;
 - e) Asset Investment Strategy £2.162m – currently not anticipated to utilise this funding although a decision going forward will be influenced by the outcome of whether the crematorium project proceeds.

4.6. 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.

4.7. **Conclusion**

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. Furthermore there are the Council’s own challenges such as meeting its own environmental objectives. 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.

















Monitoring the delivery of the Corporate Strategy

















4.8 The Corporate Strategy was adopted by Council on 19 September 2019 and the action plan within contains 17 tasks and 30 performance measures. It is intended that it will be a ‘living strategy’ that will be likely to change through the lifetime of the strategy. A summary of the progress of tasks and measures within each of the four corporate themes is shown below.

4.9 At the end of quarter two, tasks are progressing well, although target dates are approaching for two tasks – Relocation of R2Go service and Streetwise, and Relocate community contact centre in West Bridgford. There are no concerns with either of these tasks in meeting their target dates. In terms of performance measures, where these are already in place, eight are performing well and four 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.

4.10 It is important to view both the Strategic and Operational Scorecards together as they contain complimentary information. For example, seen in isolation, operational planning performance could be viewed as poor; however, the strategic indicators, and arguably more important, in terms of the Council meeting its stated goals, are performing very strongly.






4.11 Further detail and a key to symbols is shown in **Appendices C and D**.

EFFICIENT SERVICES					ENVIRONMENT				
Strategic Tasks					Strategic Tasks				
 4	 0	 0			 2	 0	 0		
There are no task exceptions this quarter.					There are no task exceptions this quarter.				
Performance Indicators					Performance Indicators				
 1	 0	 1	 3	 1	 2	 0	 0	 1	 0

LIFCS15 <i>Value of savings achieved by the Transformation Strategy against the programme at the start of the financial year</i> has been identified as an exception. An explanation is provided in Appendix D on page 49.			There are no performance exceptions identified this quarter.						
QUALITY OF LIFE			SUSTAINABLE GROWTH						
Strategic Tasks			Strategic Tasks						
 5	 0	 0	 6	 0	 0				
There are no task exceptions this quarter.			There are no task exceptions this quarter.						
Performance Indicators			Performance Indicators						
 2	 2	 1	 0	 0	 6	 0	 2	 4	 4
LICO64 <i>Number of pavilion, community hall and playing field users</i> has been identified as an exception. An explanation is provided in Appendix D on page 50.					LINS24 <i>Number of new affordable homes delivered</i> has been identified as an exception. An explanation is provided in Appendix D on page 51.				
					LITR36 <i>Percentage of new homes at the Land North of Bingham completed</i> has been identified as an exception. An explanation is provided in Appendix D on page 51.				

Operational Scorecard

- 4.12 The Council's operational business is also monitored and 38 measures make up the Operational Scorecard which is presented for scrutiny at the quarterly Corporate Overview Scrutiny Group. Two performance indicators have been removed from this report due to changes in national reporting of planning data.

Operational Scorecard – Performance Indicators				
 21	 1	 6	 7	 3
LICO41 <i>Percentage of householder planning applications processed within target times</i> has been identified as an exception. An explanation is provided in Appendix D on page 52.				
LIFCS52 <i>Percentage of complaints responded to within target times</i> has been identified as an exception. An explanation is provided in Appendix D on page 53.				
LINS37 <i>Burglaries per 1,000 households</i> , LINS38 <i>Robberies per 1,000 population</i> , LINS39 <i>Vehicle crimes per 1,000 population</i> have been identified as an exception. An explanation is provided in Appendix D on pages 54 – 55.				
LITR02a <i>Percentage of calls answered in 40 seconds (cumulative)</i> has been identified as an exception. An explanation is provided in Appendix D on page 56.				

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 is committed to improving the environment and reducing its carbon footprint. Addressing such risks will require funding.
- 5.5. 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' or there is a change in strategic direction.
- 5.6. 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 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
- The environment
- 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 Corporate Overview Group:

- Note the projected revenue position for the year with £454k of budget efficiencies; and the capital underspend of £13.530m as a result of both projects no longer proceeding and planned programme slippage
- Discusses the identified finance and performance exceptions and any action required at this stage of the year
- Considers whether any scrutiny is required at this stage of the year into identified exceptions
- Forwards the finance elements of this report to Cabinet for consideration along with any observations it wishes to make.

For more information contact:	Peter Linfield Executive Manager - Finance and Corporate Services Tel: 0115 9148439 plinfield@rushcliffe.gov.uk
Background papers available for Inspection:	Council 7 March 2019 – 2019-20 Budget and Financial Strategy; Cabinet 10 September 2019 – Revenue and Capital Budget Monitoring 2019/20 – Financial Update Council 19 September 2019 – Corporate Strategy 2019-2023
List of appendices:	Appendix A – Revenue Outturn Position 2019/20 – June 2019 Appendix B – Capital Programme 2019/20 – June 2019 Position Appendix C – Strategic Tasks Appendix D – Corporate and Operational Scorecards

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	Quarter 2				Explanations
	Original Budget £'000	Revised Budget £'000	Projected Actual £'000	Variance £'000	
Communities	1,237	1,317	1,162	-155	Higher Development Control Planning Applications (£170k)
Finance & Corporate Services	4,660	4,713	4,704	-9	Higher Treasury Investment Income (£280k) offset by Housing Benefits Overpayments (invoices raised lower than anticipated (£110k))
Neighbourhoods	5,241	5,252	5,204	-48	Additional income on car parks (£15k) and sale of waste bins (£18k)
Transformation	1,687	1,771	1,593	-178	Rental Income from investment properties (£73k), staff efficiencies and income from secondments (£90k)
Sub Total	12,824	13,053	12,663	-390	
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	11,720	11,330	-390	
Grant Income (including New Homes Bonus & rsg)	-1,935	-1,935	-1,931	4	
Business Rates (including SBRR)	-3,767	-3,767	-3,835	-68	Additional Business Rates Income
Council Tax	-6,646	-6,646	-6,646	0	
Collection Fund Surplus	300	300	300	0	
Total Funding	-12,048	-12,048	-12,112	-64	
Surplus (-)/Deficit on Revenue Budget	-557	-328	-782	-454	
Capital Expenditure financed from reserves	132	132	132	0	
Net Transfer to (-)/from Reserves	-425	-196	-650	-454	

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Capital programme monitoring - September 2019

CAPITAL PROGRAMME MONITORING - SEPTEMBER 2019				Explanations
EXPENDITURE SUMMARY	Current Budget £000	Projected Actual £000	Projected Variance £000	
Transformation	15,470	6,110	(9,360)	Bingham Hub - spend not anticipated until 20/21 (£5.2m) Abbey Road - sums no longer required (£1.5m), The Crematorium - Delay due to planning approval (£1.6m), Cotgrave Phase 2 - work to commence late 19/20 (£1m)
Neighbourhoods	3,448	2,399	(1,049)	Support for RHP's (£0.9m)- currently not wholly committed
Communities	818	609	(209)	Skateboard Parks – slippage (£190k) (£80k unallocated)
Finance & Corporate Services	7,329	4,417	(2,912)	Asset Investment Strategy- balance unallocated
Contingency	95	95	-	
	27,160	13,630	(13,530)	
FINANCING ANALYSIS				
Capital Receipts	(8,210)	(4,785)	3,425	
Government Grants	(1,663)	(913)	750	
Other Grants/Contributions	(489)	(489)	-	
Use of Reserves	(481)	(476)	5	
Borrowing	(16,317)	(6,967)	9,350	
	(27,160)	(13,630)	13,530	
NET EXPENDITURE	-	-	-	






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Guide to symbols

Tasks

Task Status		
	Overdue	The task has passed its due date
	Warning	The task is approaching its due date. One or more milestones are approaching or has passed its due date
	Progress OK	The task is expected to meet the due date
	Completed	The task has been completed










Performance Indicators




PI Status		
	Alert	Performance is more than 5% below the target
	Warning	Performance is between 5% and 1% below the target
	OK	Performance has exceeded the target or is within 1% of the target
	Unknown	No data available, no target set or data not due for this period
	Data Only	A contextual indicator, no target is set

Long Term Trends		
	Improving	The calculation within Covalent for trend is made from a comparison of the data for the current quarter with the same quarter in the three previous years
	No Change	
	Getting Worse	
	New indicator, no historical data	

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
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	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	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	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
ST1923_17	Along with other councils across Nottinghamshire, lobby central government to introduce tougher building standards for new houses	2022

Performance Indicators - Strategic Scorecard

Efficient Services							
Status	Ref.	Description	Q2 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	£67k	£127k		£253k	£935k
<p>Savings achieved against the programme were £60k lower than target of £0.127m. This is for a number of reasons but primarily due to the way targets are set for the recovery of overpayments of benefits claims as reported in the last quarter.</p> <p>Adverse variances are partially offset by higher planning income and higher Asset Investment Income and it is anticipated that by the end of the year performance in this area will be much stronger.</p>							
	LIFCS16	Percentage of residents believing the council provides value for money	Not due this year				47%
	LIFCS40	Combined number of Social Media followers	16,474	No target set		No target set	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	3.12%	3%		3%	2.25%
	LITR04	Percentage of residents satisfied with the variety of ways they can contact the Council	Not due this year				72%

Status	Ref.	Description	Q2 2019/20			2019/20	2018/19
			Value	Target	Long Trend	Target	Value
Environment							
	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	54.72%	54.99%		50.00%	49.10%

	LINS23	Residual waste collected per household, in kilos	230.12	230.00		460.00	455.00
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Quality of Life

	LICO64	Number of pavilion, community hall and playing field users	77,850	85,000		185,000	179,327
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Open space bookings are down due to a number of weather related cancellations and reduced football usage at Alford Road where the junior pitches are out of use for a season following essential Severn Trent Water drainage improvement works.

	LICO66	Percentage usage of community facilities	49.11%	50%		50%	47%
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	LINS32	Average waiting time of applicants rehoused by Choice Based Lettings	27 wks	35 wks		35 wks	31 wks
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	LINS50	Percentage of users satisfied with sports and leisure centres	94.8%	90%		90%	97%
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	LINS51	Number of leisure centre users - public	730,326	605,384		1,476,546	1,446,583
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Sustainable Growth

	LICO42	Processing of planning applications: Major applications dealt with in 13 weeks or agreed period	93.3%	70%		70%	78.60%
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	*LICO 42a	Percentage of non-major applications dealt with in 8 weeks or agreed period	83.1%	80%		80%	85.4%
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	LICO46 a	Percentage of appeals allowed against total number of Major planning applications determined by the authority	3.4%	10%		10%	7.1%
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	LICO60 a	Contributions received as a %age of current developer contributions	34.24%	No target set		No target set	39.75%
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	LICO60 b	Value of future developer contributions to infrastructure funding	£44.70 m	No target set		No target set	£30.90m
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Status	Ref.	Description	Q2 2019/20			2019/20	2018/19
			Value	Target	Long Trend	Target	Value

	LICO71	Supply of ready to develop housing sites	Reported annually				
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	LICO72	Number of new homes built	Reported annually				
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	LICO73	Area of new employment floorspace built (sq mtrs)	Reported annually					
	LICO74	Number of Neighbourhood Plans adopted	0	No target set		No target set	1	
	LICO75	Percentage of homes built on allocated sites at key rural settlements	Reported annually					
	LICO76	Percentage of new homes built against the target within the Local Plan	Reported annually					
	LINS24	Number of affordable homes delivered	53	68		171	202	

The number of completions in the last three months has slowed and resulted in a missed target. There were 34 homes under construction on 30 September and this may help to achieve the quarter 3 target.























	LITR12	Percentage of RBC owned industrial units occupied	99.81%	96%		96%	99.09%
	LITR13	Level of income generated through letting property owned by the Council but not occupied by the Council	£697k	£652k		£1.4m	£1.376m
	LITR35	Percentage of Growth Deal money drawn down and allocated	48%	48%		48%	48%
	LITR36	Percentage of new homes at the Land North of Bingham completed	4%	5%		10%	5%


























The number homes completed is just off target. A number of sales were near completion at the end of September and therefore completions were close to meeting target. The whole site now has planning permission and is in the early stages of development. Performance will improve if the housing market remains buoyant.

Performance Indicators - Operational Scorecard

Status	Ref.	Description	Q2 2019/20			2019/20	2018/19
			Value	Target	Long Trend	Target	Value
	LICO41	Percentage of householder planning applications processed within target times	75.6%	88.00%		88.00%	71.70%
<p>Performance on the determination of householder applications is below target. This is due to a number of factors, including increased workload across all applications as reported in quarter one. It is worth noting that other indicators are performing well including major applications which is currently performing at 93.3% against a target of 70.0%.</p> <p>Whilst the performance 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.</p> <p>The impact of staffing shortage was at its greatest in quarter one and agency staff are 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>							
	LICO45	Percentage of applicants satisfied with the Planning service received	Not due this year				42.6%
	LICO46 b	Percentage of appeals allowed against total number of Non-Major planning applications determined by the authority	0.76%	10%		10%	0.57%
	LICO60	Percentage of planning enforcement inspections carried out in target time	76.64%	80%		80%	83.99%
	LICO68a	Income generated from community buildings	£64,872	No target set		No target set	£154,793
	LICO68 b	Income generated from parks, pitches and open spaces	£71,323	No target set		No target set	£157,957
	LICO77	Number of new trees planted	Reported annually			3,000	1,318

*LICO43 and LICO44 have been removed as LICO42a in the Strategic Scorecard contains the data used in these performance indicators.








Status	Ref.	Description	Q2 2019/20			2019/20	2018/19
			Value	Target	Long Trend	Target	Value
	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	58.39%	58.38%		99.20%	99.30%
	LIFCS21	Percentage of Non-domestic Rates collected in year	60.34%	57.69%		99%	99.20%
	LIFCS22a	Average number of days to process a new housing benefit claim	12.06	15		15	New
	LIFCS22b	Average number of days to process a change in circumstances to a housing benefit claim	3.29	6		6	New
	LIFCS22c	Average number of days to process a new council tax reduction claim	19.26	20		20	New
	LIFCS22d	Average number of days to process a change in circumstances to council tax benefit claim	3.66	6		6	New
	LIFCS23	Percentage of Revenues Services customers surveyed that were satisfied with the level of service provided	Reported annually				91.3%
	LIFCS24	Percentage of housing and council tax benefit claims processed right first time	96.00%	95.00%		95.00%	99.60%
	LIFCS50	Number of complaints received by the council at initial stage	18	No target set		No target set	51
	LIFCS52	Percentage of complaints responded to within target times	88.2%	95.0%		95.0%	96.1%
Seventeen complaints have been received by the Council so far this year. Two of these (one planning and one revenues) have been responded to past the 10 day response period. Measures have been put in place to give an additional reminder to officers that a response is due before the expiry of the 10 days.							
	LIFCS56	Percentage of visitors satisfied by their website visit	Reported annually			85.0%	

Status	Ref.	Description	Q2 2019/20			2019/20	2018/19
			Value	Target	Long Trend	Target	Value
	LINS01	Percentage of streets passing clean streets inspections	97.7%	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)	518	534		1265	1266
	LINS14	Average NOx level for Air Quality Management Areas in the Borough	36µg/m ³	40µg/m ³		40µg/m ³	36µg/m ³
	LINS15	Percentage of food establishments achieving a hygiene rating of 4 or 5	90.0%	90.0%		90.0%	90.0%
	LINS19a	Number of household waste (residual, dry and garden) missed twice or more in a 3 month period	Awaiting data	3		3	0
	LINS21a	Percentage of eligible households taking up the green waste collection service	72.0%	72.0%		72.0%	72.0%
	LINS25	Number of households living in temporary accommodation	4	10		10	4
	LINS26a	Number of homeless applications made	3			20	6
	LINS29a	Number of successful homelessness preventions undertaken	111	60		120	208
	LINS31a	Percentage of applicants within Bands 1 and 2 rehoused within 26 weeks	75%	70%		70%	73%
	LINS37	Domestic burglaries per 1,000 households	5.98	5.00		10.00	8.93
	LINS38	Robberies per 1,000 population	0.21	0.15		0.30	0.30

	LINS39	Vehicle crimes per 1,000 population	3.35	2.50		5.00	5.67
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Reported crime remains higher than target, and this reflects the national picture. Residential burglary and thefts from motor vehicles continue to be our challenge in Rushcliffe and although the Police have had a number of significant arrests and sentences, we know we are vulnerable to criminals travelling from outside the district and so we must continue with the crime prevention work as a partnership. This includes shop watch, bike tagging and advice to residents in known hotspots.

Appendix

Status	Ref.	Description	Q2 2019/20			2019/20	2018/19
			Value	Target	Long Trend	Target	Value
	LITR01	Percentage of users satisfied with the service received from the Rushcliffe Community Contact Centre	100.0%	95.0%		95.0%	100.0%
	LITR02 a	Percentage of calls answered in 40 seconds (cumulative)	36%	45%		65%	68%
<p>There has been an increase in demand for face-to-face service since the full time presence of a Customer Service Advisor has been available in Cotgrave and this has reduced the availability of advisors to respond to telephone calls. Prior to the opening of the multi-agency hub, access for face-to-face queries was 4 hours per week and this has been increased to 37 hours per week. A review of staff availability and demand is underway.</p>							
	LITR09	Percentage of customer face to face enquiries to RCCC responded to within 10 minutes	91%	85%		85%	86%
	LITR11 b	Percentage of telephone enquiries to RCCC resolved at first point of contact	91%	87%		87%	88.75%