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Our reference:
Your reference:
Date: 17 February 2020

To all Members of the Corporate Overview Group

Dear Councillor

A Meeting of the Corporate Overview Group will be held on Tuesday, 25 February 2020 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 19 November 2019 (Pages 1 - 4)
4. Options for Public Engagement in Scrutiny

A presentation will be delivered.

5. Implementation of Change
6. Feedback from Scrutiny Chairman
7. Consideration of Scrutiny Group Work Programmes (Pages 5 - 36)

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

8. Finance and Performance Management (Pages 37 - 72)

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

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Membership

Chairman: Councillor T Combellack

Vice-Chairman: Councillor

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

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**DRAFT MINUTES
OF THE MEETING OF THE
CORPORATE OVERVIEW GROUP
TUESDAY, 19 NOVEMBER 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

OFFICERS IN ATTENDANCE:

C Caven-Atack	Service Manager - Finance and Corporate Services
J Hicks	Strategic Human Resources Manager
P Linfield	Executive Manager - Finance and Corporate Services
L Webb	Democratic Services Officer
S Whittaker	Financial Services Manager

APOLOGIES:

There were no apologies.

18 Declarations of Interest

There were no declarations of interest.

19 Minutes of the previous meeting held on 3 September 2019

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

20 Diversity Annual Report

The Human Resources Manager presented the report of the Executive Manager – Transformation which set out the Council's performance against the objectives set out in the Single Equality Scheme during 2018/19. It was noted that the information presented in the report compared demographic information for the Borough, using the latest census information, with that of the Council's workforce with this information being taken from the HR Payroll system.

The Human Resources Manager noted that the majority of the population of Rushcliffe was over 60 whereas the majority of Rushcliffe Borough Council employees were aged between 35 – 44 years. It was also explained that during 2018/19 there was an increase of Rushcliffe Borough Council employees who had declared that they had a disability. The Human Resources Manager was

pleased to note that the Council had recently employed its first woman HGV driver and hoped that more women would be encouraged to apply for manual labour jobs. It was noted more women had received bonus payments due to performance related pay being introduced for the customer services team based at the Rushcliffe Community Contact Centre in West Bridgford.

Members of the Group asked questions regarding the recording of equality data for Councillors. The Human Resources Manager noted that equality data of Councillors was not required and that Councillors were selected firstly by political parties and electors. It was noted however that the Local Government Association encouraged political parties to select a diverse range of candidates. It was suggested that this issue could be discussed at Member Development Group about how the Council could encourage more women and residents from different ethnicities to stand for election. It was noted that the Council encouraged the promotion of women in the Council's senior leadership team.

It was RESOLVED that the report be endorsed by the Corporate Overview Group.

21 **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 listed her findings from attending East Midlands Councils Annual Scrutiny Conference which included:

- The workings of a select committee
- The requirement for Councillors to communicate their key lines of enquiry to officers
- The breakdown of political barriers at scrutiny meetings

Members of the Group also gave positive feedback to the scrutiny conference and found it useful to learn best practice from other Councils. It was concluded that scrutiny was a vital function where resources had to be proportionate and that officers and councillors had to have open discussions with each other. The Executive Manager – Finance and Corporate Services encouraged members of the Group to inform officers if there were any further conferences or training courses which they would like to attend.

22 **Feedback from Scrutiny Group Chairmen**

The Chairman of the Governance Scrutiny Group reported that there was little change to their work programme. The Vice Chairman of the Governance Scrutiny Report was pleased to be attending a finance training course.

The Chairman of the Communities Scrutiny Group was grateful for the opportunity for the Trent Bridge Community Trust to present to councillors before the scrutiny meeting so that new councillors could find out more information about their projects. It was noted that it enabled Councillors to ask

more specific questions during the scrutiny meeting and allowed the discussion to be more focused on the future of the Trent Bridge Community Trust Service Level Agreement with the Council.

The Chairman of the Growth and Development Scrutiny Group was pleased to note that the Group had comprehensive discussion during their first meeting and were able to be a 'critical friend' in contributing to policy development as two recommendations for the Abbey Road development were recently recommended to Cabinet. The Chairman also requested that the implementation of Community Infrastructure Levy be scrutinised further before the Council start to receive financial payments from the Levy in approximately 2 – 3 years' time. It was suggested that Councillors had a different view to officers in how the levy should be spent and that Parish Councils would need guidance in how to spend the levy so they would not face criticism from residents.

It was noted that the current format of the Council's scrutiny meetings would be in place for a further 18 months and that if there were to be any further changes to the scrutiny model, a report with recommendations would be presented to Council in March 2021.

23 Consideration of Scrutiny Work Programmes

It was noted that amendments to the constitution had been added to the Governance Scrutiny Group work programme. The Service Manager – Finance and Corporate Services explained that these were only minor amendments which the Monitoring Officer had made under delegated powers and would then be recommended to Full Council in March 2020.

The Chairman of the Growth and Development Scrutiny Group noted that they would invite the developers of the Abbey Road to their meeting in March 2020. It was also suggested that the Fairham Pastures development could be scrutinised in June 2020 however clarification was needed as to whether this would be too late in the process in order for the Group to have an influence on the development.

The work programme for the Communities Scrutiny Group was not set in stone as the government's proposals for the resources and waste strategy had not yet been publicised. It was also agreed that Borough wide facilities would be discussed under the 'West Bridgford Community Facilities' topic in January 2020.

The Service Manager – Finance and Corporate Services suggested that the Group should fill out the scrutiny matrix form and provide additional detail when requesting topics to be discussed at scrutiny meetings such as the community infrastructure levy, management of housing developments and fly tipping. It was agreed that officers would research the topic of public engagement in scrutiny meetings and report their findings at the next meeting.

It was RESOLVED that the work programmes as set out in the report be approved.

24 Finance and Performance Management

The Financial Services Manager presented the report of the Executive Manager – Finance and Corporate Services which highlighted the Council's quarter two position in terms of financial and performance monitoring for 2019/20. It was noted that the financial position for the year was positive with overall service revenue efficiencies of £390k and business rates providing an additional income of £68k with an overall revenue efficiency position of £454k. The Financial Services Manager stated that the £454k variation represented - 3.95% against the net expenditure budget and that the Council anticipated £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.

It was explained that the capital programme showed a planned underspend of £13.530m largely due to sums no longer required such as for Fairham, 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.

The Service Manager – Finance and Corporate Services was pleased to report that the Corporate Strategy 2019-2023 was adopted at Full Council on 19 September 2019 and performance measures would be developed to align with strategic tasks in line with the delivery of annual service plans. There were 17 tasks and 30 indicators on the strategic scorecard. The Service Manager explained that it was important to look at both the strategic and operational tasks together as for example, 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.

It was RESOLVED that

- a) the projected revenue position for the year with £454k of budget efficiencies and the capital underspend of £13.530m be noted
- b) the identified finance and performance exceptions be noted
- c) the finance of this report to be considered at Cabinet to be considered at Cabinet in December 2019.

The meeting closed at 8.35pm.

CHAIRMAN



Corporate Overview Group

Tuesday, 25 February 2020

Consideration of Scrutiny Group 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 taking into account changes to the Council's Forward Plan and any topics for potential scrutiny submitted by Councillors.

2. Recommendation

It is RECOMMENDED that the Corporate Overview Group:

- a) review the current work programme for each of the scrutiny groups (Appendix Two)
- b) consider any additional items for scrutiny from the current Cabinet Forward Plan, Corporate Strategy, Medium Term Financial Strategy, Investment Strategy and Transformation Plan
- c) consider the scrutiny matrices submitted by Councillors included at Appendix Three
- d) determine the topics to be included in a scrutiny group work programme for 2020-21 for each of the scrutiny groups.

3. Reasons for Recommendation

3.1. To fulfil the requirements of the terms of reference for the Corporate Overview Group and ensure effective scrutiny of decisions.

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 November 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 identified 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 to inform the decision to include them on a scrutiny group work programme.
- 4.4. Councillors have identified a number of topics they believe to be suitable for scrutiny by the Council's Scrutiny Groups over the next twelve months. Each of these potential topics has been developed into a scrutiny matrix for discussion by members of Corporate Overview Group. These are included at Appendix Three. The Group is invited to discuss these and make a judgement about whether they should be included in the work programme for a particular scrutiny group during the coming year.
- 4.5. It is important to note that the purpose of scrutiny is to:
 - scrutinise a topic in more depth than the Cabinet can in advance of a Cabinet decision with the purpose of informing the decision to be made by Cabinet
 - investigate topics of concern to residents resulting in recommendations to Cabinet with the purpose of improving Council services
 - monitor the progress of the Corporate Strategy to ensure the Council is meeting its stated priorities accepting that this may require more in-depth scrutiny of specific strategic projects at appropriate times
 - hold the Executive to account on behalf of the residents of the Borough to ensure sound decisions are made.
- 4.6. The Group is reminded that there will be cases in which scrutiny is not necessary or appropriate at this time. Officers will be clear in providing reasons where they feel this is the case. Councillors are also asked to be mindful of the resources available for scrutiny and listen to the advice of officers present in the meeting.

5. Risks and Uncertainties

- 5.1. There are no direct risks associated with this report.

6. Implications

6.1. Financial Implications

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

6.2. Legal Implications

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

6.3. Equalities Implications

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

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

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

7. Link to Corporate Priorities

Quality of Life	Scrutiny of issues of concern to residents can lead to improvements in their perceived Quality of Life.
Efficient Services	Scrutiny of issues of concern to residents can lead to more efficient services.
Sustainable Growth	Scrutiny of issues of concern to residents can lead to Sustainable Growth.
The Environment	Scrutiny of issues of concern to residents can lead to improvements in the Environment.

8. Recommendations

It is RECOMMENDED that the Corporate Overview Group:

- a) review the current work programme for each of the scrutiny groups (Appendix Two)
- b) consider any additional items for scrutiny from the current Cabinet Forward Plan, Corporate Strategy, Medium Term Financial Strategy, Investment Strategy and Transformation Plan
- c) consider the scrutiny matrices submitted by Councillors included at Appendix Three
- e) determine the topics to be included in a scrutiny group work programme for 2020-21 for each of the scrutiny groups.

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 One – Document Links Appendix Two – Work Programmes 2019-20 and 2020-21

Links

Cabinet Forward Plan

<https://democracy.rushcliffe.gov.uk/documents/1145/Printed%20plan%20Forward%20Plan%20-%20February%202020.pdf?T=4>

Corporate Strategy

<https://www.rushcliffe.gov.uk/media/1rushcliffe/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

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Work Programme 2019-20 and 2020-21 – Corporate Overview Group

	Items / Reports
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 ○ Options for Public Engagement in Scrutiny • 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 ○ Consideration of Requests for Scrutiny from Councillors ○ Financial and Performance Management • Rolling Items <ul style="list-style-type: none"> ○ 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 ○ Consideration of Requests for Scrutiny from Councillors ○ Financial and Performance Management ○ Consideration of Future of Scrutiny • Rolling Items <ul style="list-style-type: none"> ○ Customer Feedback Annual Report
December 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 ○ Consideration of Requests for Scrutiny from Councillors ○ Financial and Performance Management • Rolling Items <ul style="list-style-type: none"> ○ Diversity Annual Report
March 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 ○ 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 and 2020-21 – Governance Scrutiny Group

	Items / Reports
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 • Constitution Updates
July 2020	<ul style="list-style-type: none"> • Statement of Accounts • Treasury Management Outturn • Asset and Investment Outturn 2018/19 • Fraud Annual Report
October 2020	<ul style="list-style-type: none"> • Internal Audit Progress Report Q1 • Annual Audit Letter
February 2021	<ul style="list-style-type: none"> • Internal Audit Progress Report Q2 • Treasury Management – update • Risk Management
May 2021	<ul style="list-style-type: none"> • Internal Audit Progress Report Q3 • Treasury Management Strategy • Internal Audit Strategy • External Audit Plan

Work Programme 2019-20 and 2020-21 – Growth and Development Scrutiny Group

	Items / Reports
Tuesday 17 March	<ul style="list-style-type: none"> • Abbey Road Developer Presentation • Customer service and digital transformation
July 2020	•
October 2020	•
January 2021	•
April 2021	•

Work Programme 2019-20 and 2020-21 – Communities Scrutiny Group

	Items / Reports
Thursday 19 March	<ul style="list-style-type: none"> • Resources and Waste Strategy – An update
July 2020	<ul style="list-style-type: none"> • The Future of Edwalton Golf Courses
October 2020	•
January 2021	•
April 2021	•

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
Dog Fouling Councillor C Thomas, Independent Councillor for East Leake	Suitable for scrutiny at the Communities Scrutiny Group – Combine with littering – both forms of litter	See Matrix
Management of new developments Cllr L Way, Independent Councillor for East Leake	Rename – Management of open spaces – suitable for scrutiny at the Growth and Development Scrutiny Group	See Matrix
Fly Tipping Cllr R Walker, Conservative Councillor for Gotham	Suitable for scrutiny at the Communities Scrutiny Group – provisionally pencilled in for March 2020	See Matrix
Flooding assessment and drainage Cllr T Combellack, Chairman of the Corporate Overview Group	Suitable for scrutiny at the Communities Scrutiny Group – Nottinghamshire County Council, the Drainage Board, Severn Trent Water and the Council's Emergency Planning Officer to be invited to attend	See Matrix
Littering on main routes into the Borough Cllr T Combellack, Chairman of the Corporate Overview Group	See above – Dog Fouling	
How are the six strategic employment sites being developed, and how is the Council engaged with the stakeholders Cllr N Clarke, Chairman of the Growth and Development Scrutiny Group	Not considered suitable for scrutiny at the present time as this topic is considered in other ways (such as the Strategic Growth Board) – greater understanding of the concerns of Councillors and resulting key lines of enquiry for the scrutiny investigation sought	

<p>Supporting Town Centres – to bring this item back at a later date with an update and progress report</p> <p>Cllr N Clarke, Chairman of the Growth and Development Scrutiny Group</p>	<p>Not suitable for scrutiny at this time – recently considered and purpose of further scrutiny not clear at this point – greater understanding of the concerns of Councillors and resulting key lines of enquiry for the scrutiny investigation, and timing of the scrutiny, is sought</p>	
<p>The availability of banks and cashpoints declining significantly across the Borough</p> <p>Cllr N Clarke, Chairman of the Growth and Development Scrutiny Group</p>	<p>To be explored at the next Town and Parish Councils Forum to understand scale of issue – potential future topic for consideration</p>	
<p>Engagement with the D2N2 LEP to outline their support within Rushcliffe</p> <p>Cllr N Clarke, Chairman of the Growth and Development Scrutiny Group</p>	<p>Not considered suitable for scrutiny at this stage – officers suggest a briefing note to update Councillors. D2N2 regularly present to the Strategic Growth Board. A Local Industries report is expected soon and this may provide scope for scrutiny involvement.</p>	
<p>Planning Enforcement Policy</p> <p>David Mitchell, Executive Manager – Communities</p>	<p>Suitable for scrutiny at the Communities Scrutiny Group before being considered for adoption at Council</p>	<p>See Matrix</p>

Scrutiny Matrices Submitted By Councillors For Consideration

Topic: Dog Fouling
Review of policies and level of fine. Review of resources allocated to enforcement and campaigns, and their effectiveness. Consideration of measures taken elsewhere, including requirement for dog walkers to carry bags (see Blaby District Council ¹) and enforcement

Initial questions to ask	
Why would we do this?	High public interest Health risk Dog fouling order dates back to 1998 Changing public opinion and new options available
How does it link to the Council's Corporate Strategy?	"Our residents' quality of life is our first priority" "create great, safe and clean communities to live and work in" "Protecting our residents' health" "create vibrant town centres which are attractive and accessible to all"
What tangible benefits could result for the	Cleaner public places, better engagement with dog owners, shift of behaviour
What evidence is there to support the need for a review?	Examples can be given from East Leake – this topic has been raised frequently with me as a new councillor. Officers monitor this information on a monthly basis and no significant issues have been identified within the Borough though there are pockets of concern.
What would we wish to achieve and why?	Improved policies, better communicated to the public, more effective enforcement
Are resources available to undertake a scrutiny exercise accommodate it?	Yes, this can be undertaken by our contracts team

Reasons to reject the topic	
Is it covered by the terms of reference for a scrutiny group?	Communities Scrutiny Group – "Identifying areas of community concern" "Considering concerns ... in terms of health and wellbeing"
Is it already being addressed?	Yes, it is regularly monitored and we have on going campaigns
Is it part of a legal process?	No
Does it fall within the Council's complaints procedure?	Complaints can be made about dog fouling issues but these will be treated as service requests and dealt with.

¹ <https://w3.blaby.gov.uk/decision-making/documents/s38716/Appendix%20A%20The%20Public%20Spaces%20Protection%20Order%20-%20Blaby%20District%20Council%202019.pdf>

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				
	3			★	
	2				
	1				
		1	2	3	4
	Impact				

Topic: Management of new developments – Rename to Management of Open Spaces

To examine the management of new developments after the developers hand over to management companies. Who has which responsibilities, for example, but not exclusively, grass cutting, litter bins and maintenance of play equipment? Does this mean that the residents on a particular development have sole rights to using the space and are entitled to ask other residents to leave? Look at how future costs will impact residents when management companies are in control.

Initial questions to ask	
Why would we do this?	This is increasing and multiple issues are arising from the views of the management companies and residents. In some areas it is causing conflict between residents and could lead to enclaves within communities.
How does it link to the Council's Corporate Strategy?	Bullet point 1 and 4 under Quality of Life on /Corporate Strategy 2019-2023
What tangible benefits could result for the community or our customers?	A more cohesive community and clarity in responsibilities of different agencies.
What evidence is there to support the need for a review?	Evidence can be provided using recent new developments in East Leake
What would we wish to achieve and why?	Give the residents of new developments and the wider community some influence in how resources are managed.
Are resources available to undertake a scrutiny exercise and will the work programme accommodate it?	Possibly, although it would depend on a further scoping exercise to identify firmer key lines of enquiry and the timing of a review.

Reasons to reject the topic	
Is it covered by the terms of reference for a scrutiny group?	An argument could be made for both the Communities and Growth and Development Scrutiny Groups
Is it already being addressed?	No
Is it part of a legal process?	No, though there are legal elements to the transfer of management
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?	Will depend on timing and scope of enquiry

Score	Importance	Impact
0	No evidence of links to Aims and Priorities	No potential benefits
1	No evidence of links to Aims and	Minor potential benefits affecting only

	Priorities, but a subject of high public concern	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	★			
	1				
		1	2	3	4
		Impact			

Appendix

Topic: Fly Tipping

The purpose of this group is to positively and proactively contribute to the ongoing success and good management of Rushcliffe Borough Council. The Group will achieve this by (emphasis added by Chairman of Communities Scrutiny Group):

- Reviewing the Council's partnerships to ensure that **community needs are being met** and the partnership is providing good value for money
- **Identifying areas of community concern, exploring how this can be met and making recommendations to that effect**
- Considering concerns specific to the local area in terms of health and wellbeing and making recommendations to improve the health and wellbeing of local residents
- **Considering projects and initiatives to further the Council's efforts to protect the environment** of the Borough and promote environmental sustainability to our residents

I have been prompted to raise this as an issue for scrutiny because:

* I witness an increased number of fly tipping incidents in my Ward. I don't have to hand more recent data than that mentioned below as reported to PMB. However, from personal experience, the incidents are increasing in both frequency and seriousness (I'm sure more current data on reported fly-tips is held/accessible).

* This has therefore become an area of community concern. It has detrimental impact on the environment and residents' quality of life (I assume you don't need me to explain how/why?! – I can do if necessary).

*Fly tipping is, by its nature, a difficult crime to detect. However I believe that as a Council we should review our current approach to detection/prevention; consider alternative/innovative approaches to reducing fly-tips; test such new approaches; then review effectiveness following.

*I feel scrutiny is needed because it represents an opportunity to reflect on current practice; would be an impetus to consider alternative approaches (in the face of increased instances); and would be a means by which to communicate to residents what the Council is doing to address their concerns.

*The goals of scrutinising this topic would be:

Significantly reducing fly-tipping in the Borough

Identifying and celebrating areas in which current prevention methods are working.

Identifying and actioning areas in which new prevention methods could be used.

Identifying opportunities to provide better value for money by reducing costs of removing fly-tips to both Streetwise and private land owners.

Improving residents' quality of life and the local environment via reduced fly-tips.

Initial questions to ask	
Why would we do this?	Fly tipping reports have been rising year on year both locally and nationally, with 858 made in Rushcliffe the first 9 months of 2018 (as reported to PMB) Matter of significant interest/alarm to local communities.
How does it link to the Council's Corporate Strategy?	Quality of life: reducing fly tipping would have positive impact on how our residents feel about the Borough and its environment. Help towards

	<p>creating “great, safe and clean communities to live and work in”.</p> <p>Efficient services: addressing efficiency of streetwise by tackling prevention rather than speed of cleaning up once incidents occurred.</p> <p>The environment: Means to provide action rather than just aspiration in how we treat our environment. Means to “maximise our community leadership role to influence the behaviours of...our residents.” To improve how we “deliver a high-quality waste and recycling collection service.” Opportunity to “support environmental initiatives”.</p>
What tangible benefits could result for the community or our customers?	Reduce number of fly tipping incidents. Increase detection rate/prosecutions. Increase residents’ attitudes towards their environment.
What evidence is there to support the need for a review?	As per above, data provided via Streetwise on the increased volume of reported fly tips. Although prosecutions have been secured, this has not resulted in instances of tips reducing.
What would we wish to achieve and why?	A review of the approach towards fly tipping and measures in place to deter. Investigation of new, innovative and creative ideas to tackle the problem. Whilst detection is always going to be difficult, this does not mean we should not try to find fresh solutions.
Are resources available to undertake a scrutiny exercise and will the work programme accommodate it?	Yes

Reasons to reject the topic	
Is it covered by the terms of reference for a scrutiny group?	Yes, Communities Scrutiny Group
Is it already being addressed?	A significant amount of work has taken place in the last twelve months related to fly-tipping resulting in a number of high profile prosecutions
Is it part of a legal process?	Yes
Does it fall within the Council’s complaints procedure?	Yes
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			★	
	3				
	2				
	1				
		1	2	3	4
Impact					

Appendix

Topic: Flooding assessment and drainage


Due to recent flooding in October 2019 and February 2020, there are high levels of public concern in specific areas of the Borough. Councillors would like a greater level of understanding of who does what, when and how; and would welcome the opportunity to communicate residents concerns to the relevant authority.

Initial questions to ask	
Why would we do this?	Given recent flooding problems in the Borough this is now an urgent area for scrutiny. We have representation on drainage boards but feedback is limited. Councillors understanding of who does what and how they can best help is limited. The public are understandably concerned.
How does it link to the Council's Corporate Strategy?	Clear links to the 'Environment' theme, particularly given our commitment to address climate change issues and therefore links to the Council's corporate strategy
What tangible benefits could result for the community or our customers?	Confidence in safety of themselves and their homes. To understand the drainage issues and address underlying problems would result in a benefit to residents and inform planning.
What evidence is there to support the need for a review?	There would be substantial community wide benefits and given the recent flooding events there has been a high level of public concern.
What would we wish to achieve and why?	The flooding problems have highlighted a need to address drainage and make provision for relieving flood waters. We need to work with the drainage boards and local land owners to ensure all water courses are regularly inspected and maintained.
Are resources available to undertake a scrutiny exercise and will the work programme accommodate it?	This area of scrutiny, if pursued, will require the coordination of external partners to give Councillors a complete picture of all involved in flooding issues.

Reasons to reject the topic	
Is it covered by the terms of reference for a scrutiny group?	Communities Scrutiny Group – "Identifying areas of community concern" "Considering concerns ... in terms of health and wellbeing"
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?	No

Is there sufficient capacity to support such a review?	Yes, although those resources are currently dealing with the recent operational issues of response and recovery so it will depend on the timing of the investigation
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Score	Importance	Impact
0	No evidence of links to Aims and Priorities	No potential benefits
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Importance	4			
	3			
	2			
	1			
		1	2	3
	Impact			

Topic: Littering on main routes into the Borough – to be combined with Dog Fouling


Reason to scrutinise – in the best possible interest of the public, given our commitments to recycling and the environment. The main arteries into the Borough are our advertisement for attracting inward investment from businesses and public. There is a need to raise greater awareness of the hazards of littering and the need to encourage the public to be more responsible for their own litter – look at the Japanese model. A litter free Borough should apply everywhere, not just the main roads, but streets, parks, public buildings and schools. We need a programme of public education – perhaps the schools can help. We would hope to produce a litter free Borough where residents were proud to live, businesses wanted to invest and the environment was healthy. All feeding into our Corporate Strategy.

Initial questions to ask	
Why would we do this?	High levels of usage; advertising the Borough; aim to keep other areas very highly cleansed but these routes are where people will make judgements.
How does it link to the Council's Corporate Strategy?	Clear links to the 'Environment' theme.
What tangible benefits could result for the community or our customers?	Cleaner streets, less litter blowing onto residential streets; higher levels of satisfaction with the Borough as a good place to live and work
What evidence is there to support the need for a review?	Being addressed as a key task in internal work programmes for investigation this year based on performance information monitored by the team
What would we wish to achieve and why?	New safe working practices to address cleanliness on main arterial routes and address central reservation cleansing
Are resources available to undertake a scrutiny exercise and will the work programme accommodate it?	Yes

Reasons to reject the topic	
Is it covered by the terms of reference for a scrutiny group?	Communities Scrutiny Group – "Identifying areas of community concern" "Considering concerns ... in terms of health and wellbeing"
Is it already being addressed?	Key task identified in internal work programmes for investigation this year
Is it part of a legal process?	No
Does it fall within the Council's complaints procedure?	Complaints can be made about littering issues but these will be treated as service requests and dealt with.

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?	Would need to work with Streetwise Environmental Ltd as it is their contractual responsibility to deliver this service – support can be provided from the contracts team

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Importance	4				
	3				
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		1	2	3	4
		Impact			

Topic: How are the six strategic employment sites being developed, and how is the Council engaged with the stakeholders.


Scrutiny necessary to ensure appropriate provision of a variety of business/industrial space/flexible units etc. Are business taking up the space? If not, why not? If so, is there more demand that could be provided by public intervention? Create more and good quality jobs for local residents, and test if business rates is encouraging successful businesses.

Initial questions to ask	
Why would we do this?	To ensure the right facilities are being planned, provided and utilised in the Council's new strategic sites
How does it link to the Council's Corporate Strategy?	Direct links to the Council's priority to support businesses
What tangible benefits could result for the community or our customers?	More and expanded/growing businesses in the Borough. To maintain business rate contributions. Provide new jobs/high quality jobs. Ensure development of space is encouraged and strategic, and fulfils local demand.
What evidence is there to support the need for a review?	Developing area of Borough provision – need to ensure that what is being planned and built meets the current and future demand.
What would we wish to achieve and why?	To ascertain if we have appropriate types and the right amount of employment space to fulfil local needs and to understand which partners are involved in which sites, and what plans there are for the future. Is there room for business to grow and expand? To identify new sites if necessary. Would want understanding of the available premises and types of premise across the Borough, e.g. industrial/light industrial/hi-tech/office/start-up/growing on space.
Are resources available to undertake a scrutiny exercise and will the work programme accommodate it?	Yes, but the scrutiny investigation will need to be planned around existing workloads

Reasons to reject the topic	
Is it covered by the terms of reference for a scrutiny group?	Covered by the terms of reference for the Growth and Development Scrutiny Group
Is it already being addressed?	Covered by the strategic planning function and influenced / monitored by the Economic Growth team.
Is it part of a legal process?	No
Does it fall within the Council's complaints procedure?	No
Is it a staffing matter that would fall within the jurisdiction of the Head of Paid Service?	No

Is it unlikely to result in real or tangible improvements for local people?	No
Is there sufficient capacity to support such a review?	Dependant on timing of investigation

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		1	2	3	4
		Impact			

Topic: Supporting Town Centres – to bring this item back at a later date with an update and progress report.

Having just scrutinised this, we know it links to the Corporate Strategy to support local businesses. To ensure that we guard against complacency, and that we are monitoring the success of our Town Centres supporting vibrant local economies, local services and successful rural communities.

It is not currently an identifiable issue, but is something we must keep a careful watch on to ensure vibrancy is maintained, hence the need to keep under review.

Initial questions to ask	
Why would we do this?	
How does it link to the Council's Corporate Strategy?	
What tangible benefits could result for the community or our customers?	
What evidence is there to support the need for a review?	Presented at January scrutiny meeting – unclear what further scrutiny can be undertaken at this stage
What would we wish to achieve and why?	
Are resources available to undertake a scrutiny exercise and will the work programme accommodate it?	

Reasons to reject the topic	
Is it covered by the terms of reference for a scrutiny group?	Covered by the Terms of Reference for the Growth and Development Scrutiny Group
Is it already being addressed?	Was addressed in January 2020
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?	Yes
Is there sufficient capacity to support such a review?	No

Score	Importance	Impact
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	Impact				

Topic: The availability of banks and cashpoints declining significantly across the Borough.

The Borough has seen a considerable reduction in the number of cash points and banks in our towns and villages. This may make it very difficult for our residents who are not yet comfortable with digital financial transactions to conduct their business. It may also have an impact on local businesses who wish to bank takings or cannot afford digital transaction costs.

Initial questions to ask	
Why would we do this?	The trajectory is towards an ongoing reduction of cashpoints as both banks and people move to a cashless society and digital finance. The issue is that reduction of cashpoints is marginalising, still further, local residents who still prefer cash (e.g. mainly the elderly, given Rushcliffe's demographics). Also, many local retailers still rely on cash as card machines fees are expensive, and many small independent retailers operate on small margins and prefer cash where possible, especially small cafes, restaurants, newsagents, market stalls etc.
How does it link to the Council's Corporate Strategy?	Under Sustainable Growth, Protecting the most vulnerable in our communities.
What tangible benefits could result for the community or our customers?	Very few settlements, even large villages, now have any banking facilities and some "vulnerable/elderly" residents may not have access to, or the expertise for, a computer or feel comfortable or capable of using Smart phones for financial transactions, or even at all.
What evidence is there to support the need for a review?	We can't stop this trend but could consider/explore innovative local solutions, such as Community Cashpoints or maybe even attached to local central charging points (leading changes in future lifestyle) or maybe a Community digital hub in a local pub or shop.
What would we wish to achieve and why?	To reduce the impact of "cash marginalisation" of residents, particularly in smaller rural areas.
Are resources available to undertake a scrutiny exercise and will the work programme accommodate it?	Dependent on timing of scrutiny

Reasons to reject the topic	
Is it covered by the terms of reference for a scrutiny group?	Covered in the terms of reference for the Growth and Development Scrutiny Group.

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?	No
Is there sufficient capacity to support such a review?	Need not yet substantiated

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		1	2	3	4
Impact					


Topic: Engagement with the D2N2 LEP to outline their support within Rushcliffe

There is a desire to better understand the work of D2N2 and appreciate how they can contribute our corporate goal of maintaining a healthy and vibrant economy within the Borough.

Initial questions to ask	
Why would we do this?	The Council's intention is to maintain a healthy and vibrant economy. This is in order to understand what is available to local business and whether this support is an appropriate and effective engagement. To understand the D2N2 offer as it plays out in the Borough and is there anything more or different they should be doing to support the particular business demographic of Rushcliffe
How does it link to the Council's Corporate Strategy?	Directly to the Council's key priority to support business
What tangible benefits could result for the community or our customers?	Better directed business support services
What evidence is there to support the need for a review?	Uncertainty regarding D2N2 available programme of support and how this meets the needs of our Borough
What would we wish to achieve and why?	Ongoing business success and productivity in the Borough. Encouraging and supporting creation of jobs/quality jobs for the local workforce and encouraging inward investment and high quality jobs in the area
Are resources available to undertake a scrutiny exercise and will the work programme accommodate it?	D2N2 is monitored and reviewed by the Rushcliffe Strategic Growth Board – need for additional work not yet clear

Reasons to reject the topic	
Is it covered by the terms of reference for a scrutiny group?	No
Is it already being addressed?	Yes, by the Strategic Growth Board
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?	Yes
Is there sufficient capacity to support such a review?	No

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		1	2	3	4
		Impact			


Topic: The Borough Council's Planning Enforcement Policy

The Borough Council is in the process of preparing a Planning Enforcement Policy. In addition, the Planning Enforcement Code of Practice is due for review and renewal in March 2021. Scrutinising the emerging Policy, and its effectiveness, as well as changes in legislation and operational practice will enable Councillors to influence changes to be made to the Policy before adoption at Council by March 2021.

Initial questions to ask	
Why would we do this?	Planning Enforcement is a discretionary service. However, ineffective enforcement can impact on the confidence in the planning process and the reputation of the service and the Council.
How does it link to the Council's Corporate Strategy?	<p>Quality of life: Development amounting to a breach of planning has the potential to impact on residents' quality of life.</p> <p>Efficient services: An efficient and effective enforcement service has the potential to maintain confidence in the planning process and avoid adverse impact on reputation of the service.</p> <p>Sustainable Growth: Compliance with planning permissions granted is important to ensure that development and growth within the Borough takes place in a sustainable manner.</p> <p>The Environment: Compliance with planning permissions granted is important to ensure that development takes place in an acceptable way and to ensure that any potential adverse impacts on the environment are avoided or appropriately mitigated.</p>
What tangible benefits could result for the community or our customers?	Reduction in number and significance of planning breaches and resultant impact on residents and the amenity of their property.
What evidence is there to support the need for a review?	The Planning Enforcement Code of Practice is due to be reviewed and there needs to be consistency between this and the emerging Enforcement Policy to ensure the delivery of an effective Enforcement service.
What would we wish to achieve and why?	Continued operation of an effective and efficient enforcement service and deterrent to potential future breaches of planning control.
Are resources available to undertake a scrutiny exercise accommodate it?	Resources are currently limited and consideration may need to be given to addressing any shortfall in capacity.

Reasons to reject the topic	
Is it covered by the terms of reference for a scrutiny group?	The scrutiny of the Planning Enforcement Code of Practice and emerging Planning Enforcement Policy could be deemed to fall within the terms of reference for both the Communities Scrutiny Group or the Growth and Development Scrutiny Group.
Is it already being addressed?	Policy is currently being prepared and would need to be referred to Cabinet and Council prior to adoption
Is it part of a legal process?	Yes
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?	See above comment

Score	Importance	Impact
0	No evidence of links to Aims and Priorities	No potential benefits
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Importance	4				
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Corporate Overview Group

Tuesday, 25 February 2020

Finance and Performance Management Quarter 3

Report of the Executive Manager – Finance and Corporate Services

1. Purpose of report

- 1.1. This report highlights the quarter three position in terms of financial and performance monitoring for 2019/20. These items were previously reported to Corporate Governance Group and Performance Management Board.
- 1.2. Given the current financial climate, it is imperative that the Council maintains due diligence with regards to its finances and ensures necessary action is taken to maintain a robust financial position.
- 1.3. Overall, the financial position for the year is positive with overall service revenue efficiencies of £552k and business rates additional income of £354k (consisting of a redistribution of the business rates pool surplus and an in-year movements on business rates collection) with an overall revenue efficiency position of £0.906m. 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. It is anticipated there will be carry forwards including £100k will be required to support work regarding the Development Corporation (with an ear-marked reserve being created). This will be referenced in the Council's Medium Term Financial Strategy.
- 1.4. The capital programme shows a planned underspend of £17.807m largely due to sums no longer required (such as for Fairham Pastures, Abbey Road and the Asset Investment Strategy) plus planned slippage in the programme such as delayed planning for the Crematorium. Some projects require sums to be carried forward (for example Bingham Leisure Hub).
- 1.5. The Special Expenses position shows a minor efficiency saving of £1.6k or 0.2% against the revised budget.
- 1.6. The performance of the 17 tasks and 30 indicators on the strategic scorecard is generally good with one task now complete and others progressing well. 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 £0.906m of budget efficiencies;
- b) note the capital underspend of £17.807m as a result of both projects no longer proceeding and planned programme slippage;
- c) note the Special Expenses quarter 3 position;
- d) discusses the identified finance and performance exceptions and any action required at this stage of the year
- e) considers whether any scrutiny is required at this stage of the year into identified exceptions.

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 December 2019 attached at **Appendix B**. This shows projected net efficiency savings for the year to date of £552k and £375k due to business rates variation and the Nottinghamshire Business Rates Pool surplus. The overall £0.906m variation represents – 7.88% against the net expenditure budget and we currently anticipate £1.102m to be transferred to reserves to meet in future risks and to enable the Council to fund investment to support its climate change agenda (see paragraphs 5.3 and 5.4). This position may still change in the final quarter of the year.
- 4.2. As stated in the Council's Medium Term Financial Strategy £0.1m of the revenue efficiency position is to be utilised to support the Development Corporation project as an earmarked reserve. Use of the reserve will be stated in future reports.
- 4.3. **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 (and other projects in later years) which will predominately be funded by the New Homes Bonus.
- 4.4. As documented at **Appendix B**, the financial position to date reflects a number of positive variances totalling £1.166m including additional income from planning applications (£420k), and treasury investment income (£273K); and reduced expenditure on staffing (£104k). There are several adverse variances totalling £462k. As previously reported reasons include £115k as

the expected level of housing benefit overpayments recovered has reduced and bank commission charges of £60k due to delay in change of supplier.

- 4.5. **Appendix E** shows the quarter 3 position on the Special Expenses budget. There is a slight increase in the revised budget and projected spend due to agreed allocations from contingency for park improvements and Christmas lights on Melton Road. These projections are included in the overall £1.6k projected revenue efficiencies.

Capital Monitoring

- 4.6. The updated summary of the Capital Programme monitoring statement and funding position is shown at **Appendix C** as at 30 December 2019. **Appendix D** provides further details about the progress of the schemes, any necessary re-phasing and highlights efficiencies. The projected variance at this stage is £17.807m.
- 4.7. The original Capital Programme of £16.506m has been supplemented by a net brought forward and in-year adjustments of £8.795m giving a revised total of £25.301m. The net expenditure efficiency position of £17.807m is primarily due to the following:
- a) Bingham Leisure Hub £4.6m – spend not anticipated until 2020/21;
 - b) Cotgrave Phase 2 £1.03m – works to commence early 2020;
 - c) Crematorium £1.55m – due to planning delay;
 - d) Industrial Units, Moorbridge £1.6m – due to planning delay;
 - e) Support for Registered Housing Providers £1,396m – schemes to commence 2020/21;
 - f) NCCC Loan £0.75m – NCCC have informed the Council the remaining balance is no longer required; and
 - g) Asset Investment Strategy £5.383m – currently not anticipated to utilise the balance of this funding although two schemes are pending completion in late 2019/20 and early 2020/21.

- 4.8. 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.

Monitoring the delivery of the Corporate Strategy

- 4.9. 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.
- 4.10. At the end of quarter three, tasks are progressing well; Relocation of R2Go service and Streetwise is complete, and Relocate community contact centre in West Bridgford was completed in February 2020. In terms of performance

measures, where these are already in place, eight are performing well and two 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.

4.11. 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.

Strategic Scorecard

4.12. Further detail and a key to symbols is shown in **Appendices F and G**.






EFFICIENT SERVICES					ENVIRONMENT				
Strategic Tasks					Strategic Tasks				
1	3	0	0	0	3	0	0		
There are no task exceptions this quarter. ST1923_07 Relocation of R2Go service and Streetwise – task is complete.					There are no task exceptions this quarter.				
Performance Indicators					Performance Indicators				
1	1	0	3	1	1	1	0	1	0
No performance exceptions identified this quarter.					No performance exceptions identified this quarter.				

QUALITY OF LIFE					SUSTAINABLE GROWTH				
Strategic Tasks					Strategic Tasks				
0	5	0	0	0	5	0	0		
There are no task exceptions this quarter.					There are no task exceptions this quarter.				
Performance Indicators					Performance Indicators				
1	1	1	2	0	6	0	1	4	4
LICO64 – Number of pavilion, community hall and playing field users has been identified as an exception. An explanation is provided in					LINS24 – Number of affordable homes delivered has been identified as an exception. An explanation is provided in the appendix.				

the appendix.

Operational Scorecard

4.13. The Council’s operational business is also monitored and 38 measures make up the Operational Scorecard. Two performance indicators have been removed from this report due to changes in national reporting of planning data.

Operational Scorecard – Performance Indicators				
 22	 2	 5	 6	 3
LICO41 Percentage of householder planning applications processed within target times LINS37 Domestic burglaries per 1,000 households LINS38 Robberies per 1,000 population LINS39 Vehicle crimes per 1,000 population LITR02a Percentage of calls answered in 40 seconds (cumulative)				
These have been identified as exceptions. An explanation is provided for each in the appendix.				

5. Risks and Uncertainties

Consider the potential risks of the options proposed. Would the proposed action threaten the reputation or services of the council? Having identified any risk, outline any mitigating action that would minimise the likelihood of the risk occurring or the severity of its consequences.

- 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. The Council is aware of the considerable amount of work being

undertaken with regards to the Development Corporation and this will need resourcing with an earmarked reserve proposed to ensure sufficient financial resource is available.

- 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.

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

Quality of Life	Successful management of the Council's resources can help the Council deliver on its goals as stated in the Corporate Strategy and monitored through this quarterly report
Efficient Services	
Sustainable Growth	
The Environment	

8. Recommendations

It is RECOMMENDED that the Group:

- a) note the projected revenue position for the year with £0.906m of budget efficiencies;

- b) note the capital underspend of £17.807m as a result of both projects no longer proceeding and planned programme slippage;
- c) note the Special Expenses quarter 3 position;
- d) discusses the identified finance and performance exceptions and any action required at this stage of the year
- e) considers whether any scrutiny is required at this stage of the year into identified exceptions.

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 9 December 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 – December 2019 Appendix B – Revenue Variance Explanations Appendix C – Capital Programme 2019/20 – December 2019 Position Appendix D – Capital Variance Explanations Appendix E – Special Expenses Quarter 3 Update Appendix F – Strategic Tasks Appendix G – Corporate and Operational Scorecards

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CAPITAL PROGRAMME MONITORING - DECEMBER 2019

EXPENDITURE SUMMARY	Current	Projected	Projected
	Budget	Actual	Variance
	£000	£000	£000
	Transformation	13,611	3,731
Neighbourhoods	3,448	1,553	(1,895)
Communities	818	349	(469)
Finance & Corporate Services	7,329	1,861	(5,468)
Contingency	95	0	(95)
	25,301	7,494	(17,807)
FINANCING ANALYSIS			
Capital Receipts	(6,039)	(3,751)	2,288
Government Grants	(1,663)	(792)	871
Other Grants/Contributions	(489)	(489)	-
Use of Reserves	(481)	(116)	365
Borrowing	(16,629)	(2,346)	14,283
	(25,301)	(7,494)	17,807
NET EXPENDITURE	-	-	-

Capital Programme 2019/20 – December 2019 Position

CAPITAL PROGRAMME MONITORING - DEC 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		Tenders back end January. Site works completion due early April.
Colliers Business Park Surface/Drain	30	30			30		Tenders back end January. Site works completion due early April.
Cotgrave Masterplan	-	1,646	1,235	987	1,046	(600)	Works continue to develop the Public Realm. Retentions to be released. Likely need to carry underspend forward to support Phase II
Cotgrave Phase 2	1,900	2,030	1,421	118	1,000	(1,030)	Works to commence January/February 2020. Full provision likely to be needed plus underspend from Masterplan, scheme will be completed in 2020/21.
Bingham Leisure Hub	5,000	5,000	484	288	400	(4,600)	Contract for design fees awarded. Projected actual for Stage 1. Detailed cost plans keep projected overall expenditure within the £20m budget.
Manvers Business Park Roof Refurbishment	100	200				(200)	Procurement 2019/20, works to follow 2020/21. Carry forward required.
Manvers Business Park Roller Shutters	100	100				(100)	Procurement 2019/20, works to follow 2020/21. Carry forward required.

CAPITAL PROGRAMME MONITORING - DEC 2019

	Original	Current	Budget	Actual	Projected		
	Budget	Budget	YTD	YTD	Actual	Variance	
	£000	£000	£000	£000	£000	£'000	
Bridgford Park Public Toilets	25	25		2	25		Advanced fees. Out to tender. Works completed end March/early April.
The Point	-	26	18	1	26		Basement Car Park lighting complete. Cleaners store work completion in March.
Arena Car Park Enhancements	-	9			9		End of defects period inspection completed; remedial works being carried out with completion end January.
Colliers Way Industrial Units	-	19		2	19		Connection of foul to public sewer: scheme out to tender; works to be completed by end March
Abbey Road Redevelopment	300	800	450	236	600	(200)	Professional fees and surveys to inform redevelopment/sale of the Depot site.
Fairham Pastures Industrial Units and Infrastructure	3,650						Industrial units not proceeding £1.150m returned to Asset Investment Strategy. £2.5m loan advance not now required so the whole of the provision has been removed.
RCCC Premises 2019/20	-	171		5	171		Tenders for work to new premises £171k. Budget adjustment of £71k approved. Costs offset by clawback from disposal of Police Station. Fountain Court works on site; completion early February.
Bingham Market Place Improvements	35	35			35		Design underway for tree works, lighting, and paving; procurement to follow.
Transport Safety Infrastructure	-	10	10	9	10		Works complete. Small saving.

CAPITAL PROGRAMME MONITORING - DEC 2019

	Original	Current	Budget	Actual	Projected		
	Budget	Budget	YTD	YTD	Actual	Variance	
	£000	£000	£000	£000	£000	£'000	
The Crematorium	1,700	1,700		2	150	(1,550)	Planning approval obtained. Deposit for land January 2020, balance February 2020.
Industrial Units Moorbridge	1,750	1,750			150	(1,600)	Delay due to planning but scheme expected to proceed in January 2020 with a 9 month build. Carry forward required.
	14,650	13,611	3,618	1,650	3,731	(9,880)	
NEIGHBOURHOODS							
Wheeled Bins	160	174	120	79	140	(34)	Acquisitions continue to supply new developments across the Borough. Any balance remaining at year end will be assessed for carry forward requirements.
Vehicle Replacement	200	200	180	179	179	(21)	32t Refuse Freighter bought, balance is uncommitted.
Support for Registered Housing Providers	250	1,396				(1,396)	£480k contribution committed for second phase garage sites to deliver 30 units of affordable housing. Start on site now anticipated early 2020/21.
Assistive Technology	12	12	12	12	12		Home alarm units for the vulnerable. Budget fully spent.
Discretionary Top Ups	57	57	43	10	25	(32)	One top-up grant released, potential underspend.
Disabled Facilities Grants	454	490	367	298	430	(60)	Original estimate increased to reflect BCF allocation. Expenditure is expected to stay within the provision. There is a potential underspend.

CAPITAL PROGRAMME MONITORING - DEC 2019

	Original	Current	Budget	Actual	Projected		
	Budget	Budget	YTD	YTD	Actual	Variance	
	£000	£000	£000	£000	£000	£'000	
Hound Lodge Access Control System	25	25				(25)	Works to be procured in 2019/20; site works in 2020/21
Arena Enhancements	-	140	105	19	140		Enhancements to pre-swim undertaken.
Car Park Resurfacing	-	220				(220)	Design to commence shortly; procurement will follow; site work in 2020/21.
Car Park Improvements - Lighting WB	-	50			50		Design work nearing completion, procurement in February; completion on site early in 2020/21.
Car Park Improvements - Lighting Other	-	110			110		Design work nearing completion, procurement in February; completion on site early in 2020/21.
CLC Changing Village Enhancements	-	15		1	15		To address urgent Health and Safety needs to poolside railings and seating - works completed, payments to be made.
BLC Improvements	-	267	190	135	160	(107)	£100k upgrade of Athletics Track complete. £35k for Bingham Fire Alarm partially paid. £25k for replacement pool filters (£10k of which for CLC) still to be done.
CLC Pool Handling Ventilation System	-	292	280	264	292		Works complete, penultimate payment certified; retention held for 12 months.
	1,158	3,448	1,297	997	1,553	(1,895)	

CAPITAL PROGRAMME MONITORING - DEC 2019

	Original	Current	Budget	Actual	Projected		
	Budget	Budget	YTD	YTD	Actual	Variance	
	£000	£000	£000	£000	£000	£'000	
COMMUNITIES							
RCP Toilets and Educational Building	45	45				(45)	Scheme to be considered in line with 2020/21 Visitor Centre upgrade.
Capital Grant Funding	24	104	78	45	60	(44)	3 grants released £45k, 1 awaiting completion, 2 pending applications £30k, 1 application currently being assessed to come from balance available £14k.
RCP Vehicle Access Controls	15	15				(15)	Scheme to be considered in line with 2020/21 Visitor Centre upgrade.
The Hook Play Area	-	35	35	27	30	(5)	Works complete, final invoices to be processed. Saving anticipated.
Play Areas - Special Expense	50	100				(100)	Scheme proposed for Boundary Road bike track and ancillary works to be delivered in 2020/21.
The Hook Skatepark	-	4	4	5	4		Works complete. Minor overspend.
West Park Fencing and Drainage	-	11			11		Tenders back end January. Site works completion due early April.
West Park Car Park Lighting	-	25			25		Design work nearing completion, procurement in Feb; completion on site early in 2020/21.
West Park Public Toilet Upgrade	-	20			20		Design work nearing completion, procurement in February; completion on site early in 2020/21.
West Park Julien Cahn Pavilion	-	40				(40)	Toilets and bar refurbishment - scheme to be designed, works in 2020/21.

CAPITAL PROGRAMME MONITORING - DEC 2019

	Original	Current	Budget	Actual	Projected		
	Budget	Budget	YTD	YTD	Actual	Variance	
	£000	£000	£000	£000	£000	£'000	
Skateboard Parks	250	340	170	118	150	(190)	£150k committed to ROT, potential new allocation of £110k needed 2020/21 for RCP. Balance £80k unallocated.
Arena Public Art	-	25	25	24	24	(1)	Works complete and payment made.
Warm Homes on Prescription	54	54	40	10	25	(29)	Grants released for works to 5 properties. £18k approved by end of Q3.
	438	818	352	229	349	(469)	
FINANCE & CORPORATE SERVICES							
Information Systems Strategy	160	268	205	133	268		Acquisitions under the strategy continue to support business development.
NCCC Loan	-						A balance of loan available £750k to the Cricket Club no longer required. Approved for return to Asset Investment Strategy Cabinet 09.12.19.
Streetwise Loan 19/20	-	400	400	315	315	(85)	Further loan approval Cabinet 11.06.19 refers. £315k advanced.
Asset Investment Strategy	-	6,661			1,278	(5,383)	Potential to complete on one in 2019/20 (£1.278m) and one in 2020/21 (£2.471m). £750k returned to AIS from the NCCC loan as no longer required. Total unallocated becomes £2.912m.
	160	7,329	605	448	1,861	(5,468)	
CONTINGENCY							

CAPITAL PROGRAMME MONITORING - DEC 2019

Contingency

Original	Current	Budget	Actual	Projected		
Budget	Budget	YTD	YTD	Actual	Variance	
£000	£000	£000	£000	£000	£'000	
100	95				(95)	Provision to give flexibility to the capital programme. £95k available for allocation.
100	95				(95)	
16,506	25,301	5,872	3,324	7,494	(17,807)	

TOTAL

Budget Monitoring for Special Expense Areas - Quarter 3

	2019/20 Original	2019/20 Revised	Actual to Q3	2019/20 Projections	Variance (Projection v Revised)	Reasons for variance
	£	£	£	£	£	
West Bridgford						
Parks & Playing Fields	390,100	409,900	295,961	403,800	(6,100)	Park Improvements -requested carry forward (General Contingency Allocation)
West Bridgford Town Centre	46,800	54,300	34,306	59,800	5,500	Melton road Christmas Lights - Allocation from contingency
Community Halls	99,300	98,800	91,994	97,800	(1,000)	
Seats & Litter Bins	300	300	0	300	0	
Contingency	14,700	0	0	0	0	Allocated to Parks and Playing Fields
Annuity Charges	81,800	81,800	40,900	81,800	0	
RCCO	50,000	50,000	25,000	50,000	0	
Total	683,000	695,100	488,161	693,500	(1,600)	
Keyworth						
Cemetery	4,200	4,200	1,733	4,200	0	
Total	4,200	4,200	1,733	4,200	0	
Ruddington						
Cemetery & Annuity Charges	9,100	9,100	6,245	9,100	0	
Total	9,100	9,100	6,245	9,100	0	
TOTAL SPECIAL EXPENSES	696,300	708,400	496,139	706,800	(1,600)	

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Strategic Tasks





Ref.	What are we doing	Due date
Efficient Services		
ST1923_07	Relocation of R2Go service and Streetwise – task complete	2019
ST1923_08	Include digital principals in our communications and ways of undertaking business	2023
ST1923_09	Relocate community contact centre in West Bridgford	2020
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	2023
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	2022
ST1923_02	Support the continued development of existing local growth boards for Cotgrave, Radcliffe on Trent, Bingham, East Leake and West Bridgford	2023
ST1923_04	Review and implement the Council's Leisure Strategy in relation to Leisure and Community Facilities	2021
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	2028
ST1923_13	Support the delivery of improved transport infrastructure e.g. A46, A52, A453 Corridors	2023
ST1923_14	Review the asset (property) management plan	2020

ST1923_15	Support the delivery of affordable housing in the Borough, working with developers, providers and private landlords	2023
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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 reported or data not due for this period (reported annually)
	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	








Performance Indicators - Strategic Scorecard

Efficient Services							
Status	Ref.	Description	Q3 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	£0.189m	£0.191m		£0.253m	£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	17,089	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	4.32%	3%		3%	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	Q3 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	52.40%	53.01%		50.00%	49.10%
	LINS23	Residual waste collected per household, in kilos	345.68	345.00		460.00	455.00

Quality of Life							
Status	Ref.	Description	Q3 2019/20			2019/20	2018/19
			Value	Target	Long Trend	Target	Value
	LICO64	Number of pavilion, community hall and playing field users	118,896	142,000		185,000	179,327
Attendance numbers are down by 17,000 on the same period last year. Usage of community halls is similar to last year, but all sports pitches and open spaces are down due to less cricket parking and fewer external event hires of bridge field and a lengthy period of wet weather that has resulted in large-scale cancellation of matches.							
	LICO66	Percentage usage of community facilities	48.6%	50%		50%	47%
	LINS32	Average waiting time of applicants rehoused by Choice Based Lettings	28 weeks	35 weeks		35 wks	31 wks
	LINS50	Percentage of users satisfied with sports and leisure centres	Awaiting data	90%		90%	97%
	LINS51	Number of leisure centre users - public	Awaiting data	1,092,664		1,476,546	1,446,583













Sustainable Growth							
Status	Ref.	Description	Q3 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	92.90%	70%		70%	78.60%
	LICO42a	Percentage of non-major applications dealt with in 8 weeks or agreed period	85.4%	80%		80%	85.4%
	LICO46a	Percentage of appeals allowed against total number of Major planning applications determined by the authority	7.1%	10%		10%	7.1%
	LICO60a	Contributions received as a percentage of current developer contributions	34.78%	No target set		No target set	39.75%
	LICO60b	Value of future developer contributions to infrastructure funding	£47.33m	No target set		No target set	£30.90m
	LICO71	Supply of ready to develop housing sites	Reported annually				

	LICO72	Number of new homes built	Reported annually					
	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	109	118		171	202	





There have been 56 completions in the last three months, majority being on the Melton Road, Edwalton development. There are homes under construction; however, these may not be enough to achieve the annual target.















	LITR12	Percentage of RBC owned industrial units occupied	99.86%	96%		96%	99.09%
	LITR13	Level of income generated through letting property owned by the Council but not occupied by the Council	£1.039m	£986k		£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	8%	7.5%		10%	5%

Performance Indicators - Operational Scorecard

Status	Ref.	Description	Q3 2019/20			2019/20	2018/19
			Value	Target	Long Trend	Target	Value
	LICO41	Percentage of householder planning applications processed within target times	76.90%	88.00%		88.00%	71.70%
<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 as reported in quarter one (including major applications currently performing at 92.9% against a target of 70.0%).</p> <p>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. 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%
	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	78.61%	80%		80%	83.99%
	LICO68a	Income generated from community buildings	£105,330	No target set		No target set	£154,793
	LICO68b	Income generated from parks, pitches and open spaces	£122,477	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	Q3 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	98.96%	98.00%		98.00%	97.70%
	LIFCS20	Percentage of Council Tax collected in year	86.41%	86.54%		99.20%	99.30%
	LIFCS21	Percentage of Non-domestic Rates collected in year	83.94%	82.55%		99%	99.20%
	LIFCS22a	Average number of days to process a new housing benefit claim	12.54	15		15	New
	LIFCS22b	Average number of days to process a change in circumstances to a housing benefit claim	3.44	6		6	New
	LIFCS22c	Average number of days to process a new council tax reduction claim	18.38	20		20	New
	LIFCS22d	Average number of days to process a change in circumstances to council tax benefit claim	3.65	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	97.00%	95.00%		95.00%	99.60%
	LIFCS50	Number of complaints received by the council at initial stage	29	No target set		No target set	51
	LIFCS52	Percentage of complaints responded to within target times	93.1%	95.0%		95.0%	96.1%
	LIFCS56	Percentage of visitors satisfied by their website visit	Reported annually			85.0%	

Status	Ref.	Description	Q3 2019/20			2019/20	2018/19
			Value	Target	Long Trend	Target	Value
	LINS01	Percentage of streets passing clean streets inspections	98.4%	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)	810	857		1265	1266
	LINS14	Average NOx level for Air Quality Management Areas in the Borough	38µg/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	1	3		3	1
	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	3	10		10	4
	LINS26a	Number of homeless applications made	4	15		20	6
	LINS29a	Number of successful homelessness preventions undertaken	180	90		120	208
	LINS31a	Percentage of applicants within Bands 1 and 2 rehoused within 26 weeks	71%	70%		70%	73%
	LINS37	Domestic burglaries per 1,000 households	10.44	7.50		10.00	8.93
	LINS38	Robberies per 1,000 population	0.31	0.22		0.30	0.30
	LINS39	Vehicle crimes per 1,000 population	5.46	3.75		5.00	5.67

Reported crime remains higher than target, and this reflects the national picture. Residential burglary, thefts from motor vehicles (including catalytic converter theft) continue to be our challenge in Rushcliffe. The Police have a detailed burglary plan and had a number of significant arrests and sentences. We must continue with the crime prevention work as a partnership, this includes shop watch, bike tagging and advice to residents in known hotspots. The annual targets will not be met, as current performance is higher than targets.

The Council has just received notification that the Police and Crime Commissioner will be paying £60,000 for the Automatic Number Plate Recognition surveillance project next year and the Council is to commit £20,000 of the £60,000 from existing revenue efficiencies.

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%
	LITR02a	Percentage of calls answered in 40 seconds (cumulative)	46%	60%		65%	68%
<p>An increase in demand for the face-to-face service since the full time presence of a Customer Service Advisor was made available in Cotgrave. This reduced the availability of advisors to respond to telephone calls and performance is currently 46%, increasing from 31% since May. Prior to the opening of the multi-agency hub, access for face-to-face queries was 4 hours per week and this has increased to 37 hours per week.</p> <p>A review of staff availability and demand is being explored with the move of the Customer Service Centre to new premises and a new staff rota.</p> <p>The Customer Services Centre has recently introduced a new call-back function for residents who are unwilling or unable to wait for their call to be answered.</p>							
	LITR09	Percentage of customer face to face enquiries to RCCC responded to within 10 minutes	92%	85%		85%	86%
	LITR11b	Percentage of telephone enquiries to RCCC resolved at first point of contact	91%	87%		87%	88.75%

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Revenue Outturn Position 2019/20 – December 2019

	Quarter 3			
	Original Budget £'000	Revised Budget £'000	Projected Actual £'000	Variance £'000
Communities	1,237	1,317	1,037	(280)
Finance & Corporate Services	4,660	4,708	4,757	49
Neighbourhoods	5,241	5,142	5,042	(100)
Transformation	1,687	1,776	1,555	(221)
Sub Total	12,824	12,943	12,391	(552)
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	11,610	11,058	(552)
Grant Income (including New Homes Bonus)	(1,935)	(1,825)	(1,804)	21
Business Rates (including SBRR)	(3,767)	(3,767)	(3,951)	(184)
Council Tax	(6,646)	(6,646)	(6,646)	0
Collection Fund Surplus	300	300	109	(191)
Total Funding	(12,048)	(11,938)	(12,292)	(354)
Surplus (-)/Deficit on Revenue Budget	(557)	(328)	(1,234)	(906)
Capital Expenditure financed from reserves	132	132	132	0
Net Transfer to (-)/from Reserves	(425)	(196)	(1,102)	(906)

Revenue Variance Explanations (over £10k)

ADVERSE VARIANCES in excess of £10,000	Projected Outturn Variance £'000
Communities	
Planning agency costs	17
Land Charges Income	54
Finance & Corporate Services	
Housing Benefits overpayments recovered	115
Bank Charges (card payments)	60
Election Fees	23
Business Rates – system enhancement	17
IT maintenance contracts	45
Neighbourhoods	
Glendale - management fee waived	22
Tanker Services Income	11
Hostel Rents - lower occupancy	15
Garage - Vehicle Repairs	20
Abbey Road- residual costs	28
Transformation	
Investment Property Income - delayed purchase	35
Total Adverse Variances	462

FAVOURABLE VARIANCES in excess of £10,000	Projected Outturn Variance £'000
Communities	
Development Control Planning Applications	-420
Planning Policy - contribution to post	-30
Finance	
Investment Income - increased balances and higher rate investments	-273
Staff vacancies	-14
Neighbourhoods	
Waste Collection and Recycling - sale of waste bins	-18
East Leake PFI	-40
Streetwise Contract	-39
NCC Recycling Credits	-20
Leisure Management Contract -17/18 Profit Share	-48
Fleet - sale of fuel left in tanks at Abbey Road	-14
Transformation	
Rental Income at Castle Donnington/Unit 10	-92
Moorbridge and lease surrender at the Point	-90
Staff Vacancies and Income from Secondment	-68
Total Favourable Variances	-1166
Sum of Minor Variances	152
TOTAL VARIANCE	-552

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