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14 September 2020

To all Members of the Corporate Overview Group

Dear Councillor

A Meeting of the Corporate Overview Group will be held via Zoom on Tuesday, 22 September 2020 at 7.00 pm to consider the following items of business.

The meeting will be live streamed via YouTube for the public to listen and view via the link: <https://www.youtube.com/user/RushcliffeBC> Note: Please be aware that until the meeting starts the live stream video will not be showing on the home page. For this reason, please keep refreshing the home page until you see the video appear.

Yours sincerely



Sanjit Sull
Monitoring Officer

AGENDA

1. Apologies for Absence
2. Declarations of Interest
3. Minutes of the meeting held on 7 July 2020 (Pages 1 - 8)
4. Implementation of Change

A verbal update from the Service Manager – Finance and Corporate Services.

5. Feedback from Scrutiny Group Chairmen

A verbal update from the Chairmen.

6. Consideration of Scrutiny Work Programmes and Requests from Councillors (Pages 9 - 24)

Report of the Executive Manager – Finance and Corporate Services.



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**Monday, Tuesday and
Thursday**

8.30am - 5pm

Wednesday

9.30am - 5pm

Friday

8.30am - 4.30pm

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7. Finance and Performance Management (Pages 25 - 62)
Report of the Executive Manager – Finance and Corporate Services.
8. Annual Customer Feedback Report 2019/20 (Pages 63 - 70)
Report of the Executive Manager – Finance and Corporate Services.
9. Consideration of the Future of Scrutiny (Pages 71 - 90)
Report of the Executive Manager – Finance and Corporate Services.

Membership

Chairman: Councillor T Combellack

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

Meeting Room Guidance

Mobile Phones: For the benefit of others please ensure that your mobile phone is switched off whilst you are in the meeting.



MINUTES
OF THE MEETING OF THE
CORPORATE OVERVIEW GROUP
TUESDAY, 7 JULY 2020
Held at 7.00 pm via Zoom

PRESENT:

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

OFFICERS IN ATTENDANCE:

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

APOLOGIES:

Councillors F Purdue-Horan

1 Declarations of Interest

There was no declarations of interest.

2 Minutes of the meeting 25 February 2020

The minutes of the meeting held on 25 February 2020 were agreed as a true record of the meeting.

In response to enquiries made in the previous meeting, the Service Manager – Finance and Corporate Services reported that the average sickness absence for Rushcliffe Borough Council employees was 8.9 days against a target of 8 days at the end of 2019/20. She informed the Group that the increase in days was due to a small number of cases of long-term sickness rather than multiple instances of short-term sickness. The Service Manager stated that the Council's absence management policy was robust and was reviewed regularly in order to provide support to employees who were returning to work. The Group were also pleased to hear that other local authorities averaged at 9.7 days which was higher than Rushcliffe Borough Council's average.

3 Health and Safety Annual Report

The Health and Safety Advisor presented the report of the Executive Manager – Neighbourhoods which provided a summary of the Council's occupational health and safety performance during the period of 1 April 2019 to 31 March 2020.

The report summarised the Council's health and safety policies, and procedures, as well as activities which had taken place over the last year. It also set out training programmes delivered, provided numerical and statistical data and the proposed health and safety objectives for the year.

The Health and Safety Advisor delivered a presentation to the Group which covered:

- Progress to achieving goals
- Policy Reviews
- Training
- Number of accident forms completed
- Accident forms by type
- Number of days absent due to accidents
- Accidents to members of the public
- New objectives for 2020/21.

The Chairman thanked the Health and Safety Advisor for summarising the report and delivering the presentation to the Group.

It was RESOLVED that:

- a) The report of the Executive Manager – Neighbourhoods be noted
- b) The significant progress made against the health and safety goals and objectives be noted
- c) The health and safety objectives for 2020/21 as set out in the report be endorsed.

4 Implementation of Change

The Service Manager – Finance and Corporate Services informed the Group that there were no major changes to scrutiny apart from that the work of the scrutiny groups had resumed and that postponed meetings had been rescheduled following the outbreak of Covid19.

5 Consideration of Scrutiny Group Work Programmes

Corporate Overview Group

It was agreed that the meeting arranged for the Corporate Overview Group on 4 August would be cancelled and that the item 'customer feedback annual report' would instead be discussed at the next scheduled meeting on 22 September 2020.

It was also agreed that the consideration of the future of scrutiny would be discussed at the Corporate Overview Group meetings in September and December 2020. The Group would then make recommendations which would be presented to Cabinet and Council for approval in January and March 2021.

Governance Scrutiny Group

It was agreed that the next meeting would review the impact of Covid19 on risks and that the Risk Management Strategy for 2020 – 2023 would be brought to the following meeting.

Growth and Development Scrutiny Group

The Chairman of the Growth and Development Scrutiny Group stated that the item 'customer service and digital transformation' which was due to be discussed at the Group's next meeting in July 2020 would be postponed to a later date as more detailed information was required. It was also agreed that business support and the economic recovery of Rushcliffe due to the impact of Covid19 would be discussed at the Group's meeting in July.

Communities Scrutiny Group

It was noted that the Communities Scrutiny Group's work programme would include a review of the Council's use of fireworks at events in August 2020 following on from the motion considered at Council in March 2020. The Group raised concerns that those of black and minority ethnic backgrounds had been disproportionately affected by the Covid19 pandemic and therefore, the Council's equality scheme would be scrutinised by the Group in August 2020.

It was suggested that provision of cycle paths within the Borough could be a topic for scrutiny. However, it was decided that more facts were required before it could be approved as a topic for discussion. It was agreed that a verbal update be delivered at Corporate Overview Group's next meeting in order for it to be decided if the topic would be discussed in greater detail in 2021.

It was RESOLVED that:

- a) the work programmes as outlined in the report be approved.
- b) The Corporate Overview Group be provided with a verbal update of the Borough's provision of cycle paths at their next meeting.

Corporate Overview Group

22 September 2020

- Implementation of Change – Scrutiny
- Feedback from Scrutiny Group Chairmen
- Consideration of Scrutiny Group Work Programmes
- Financial and Performance Management
- Consideration of Future of Scrutiny

15 December 2020

- Implementation of Change – Scrutiny
- Feedback from Scrutiny Group Chairmen
- Consideration of Scrutiny Group Work Programmes
- Financial and Performance Management
- Diversity Annual Report

23 March 2021

- Implementation of Change – Scrutiny
- Feedback from Scrutiny Group Chairmen
- Consideration of Scrutiny Group Work Programmes
- Financial and Performance Management

Corporate Governance Group

30 July 2020

- Fraud Annual Report 2019/20
- Internal Audit Progress Report Q4 2019/20
- Internal Audit Annual Report 2019/20
- Risk Management Strategy 2020-2023 (including the impact of Covid-19)
- Annual Capital and Investment Strategy Report 2019/20
- Annual Governance Statement 2019/20
- Constitution Updates

29 September 2020

- Internal Audit Progress Report – 5 month update 2020/21
- Risk Management Strategy 2020 – 2023

24 November 2020

- Internal Audit Progress Report
- Annual Audit Letter
- Treasury and Asset Investments – 6 monthly update
- Statement of Accounts 2019/20

4 February 2021

- Internal Audit Progress Report
- Internal Audit Strategy
- External Audit Annual Plan
- Treasury and Asset Investments Strategy– update
- Risk Management

18 May 2021

- Internal Audit Progress Report
- Internal Audit annual Report
- Annual Governance Statement

Growth and Development Scrutiny Group

15 July 2020

- Management of open spaces in new developments – part one
- Business support and economic recovery

25 August 2020

- Customer Services and Digital Transformation
- Planning enforcement policy – part one

14 October 2020

- Management of open spaces in new developments – part two
- Planning Enforcement Policy – part two

20 January 2021

- Town Centres Update

21 April 2021

- xx

Communities Scrutiny Group

23 July 2020

- Dog Fouling, Littering and Fly tipping – part one
- Resources and Waste Strategy Presentation

29 August 2020

- Fireworks
- Rushcliffe Equality Scheme

7 October 2020

- Flooding and Drainage
- Rushcliffe Nature Strategy

28 January 2021

- Dog Fouling, Littering and Fly tipping – part two
- The Future of Edwalton Golf Course

29 April 2021

- Carbon Management Plan Update

6 Finance and Performance Management Q4

The Financial Services Manager presented the report of the Executive Manager – Finance and Corporate Services which outlined the quarter four position in terms of financial and performance monitoring for 2019/20. It was noted that the draft Statement of Accounts had been prepared and was approved by the Executive Manager – Finance and Corporate Services by 9 June 2020.

The Financial Services Manager explained that due to additional work pressures as a result of Covid19, the approval of the draft accounts was only nine days later than planned and was within the statutory deadlines which have been extended, to 30 August 2020, as a result of the Covid19 pandemic with approval of the audited statements now 30 November 2020.

It was noted that the net revenue position shows a transfer to reserves of £1.348m a net increase of £1.151m and equivalent to 10% of the net budget. It was explained that the majority of the transfer was the distribution of the Nottinghamshire Pool Surplus (of £0.409m which is partially offset by the growth payment to the pool) and the realised increase in renewable energy business rates from 2018/19 (0.381m). The remaining transfer (£0.619m) was from revenue efficiencies reported throughout the year mainly due to additional planning income, increased investment income, car park receipts and rental income from investment properties.

The Service Manager – Finance and Corporate Services asked the Group to comment on the monitored tasks which were outlined in the Corporate Strategy and the performance measures within the Corporate Scorecard. The Group were asked to bear in mind that this report focuses on performance information up to the end of March 2020 and that data relating to quarter one of the current year will be reported at the next meeting of the Group.

It was noted that performance of the tasks and measures within the strategic scorecard had been positive, with five tasks completing within the first twelve months including the relocation of the Rushcliffe Customer Services Centre and the establishment of a carbon neutral target. It was explained that of the 31 performance indicators, five have not met their target mainly due the result of the Covid19 pandemic and that this dip in performance will continue into at least the first quarter of the new year.

The Service Manager – Finance and Corporate Services explained that indicators that had not met their targets included the percentage of planning enforcement inspections carried out in target time due to one of the Enforcement Officers being on long-term absence due to a health issue and being unable to carry out inspections due to the Covid19 pandemic. Another performance indicator which had not met its target was the number of pavilion, community hall and playing field users due to a period of bad weather and the outbreak of the Covid19 pandemic.

It was RESOLVED that:

- a) The report of the Executive Manager – Finance and Corporate Services

- be noted
- b) The 2019/20 revenue position and the efficiencies identified in the report be noted
- c) The re-profiled position on capital and capital carry forwards be noted.
- d) The cricket club loan update be noted
- e) The finance and performance exceptions be noted.

7 The effect of Covid-19 on current performance levels

The Service Manager – Finance and Corporate Services presented the report of the Executive Manager – Finance and Corporate Services which detailed the very early impacts of Covid19 on Council business. It was noted that out of 57 performance indicators, 36 were impacted by the outbreak of Covid19. The Service Manager explained that despite the negative impact on performance, staff were able to be resilient and some were redeployed to help other service areas where work levels had increased such as refuse collections and distributing grants to businesses.

The Group thanked Rushcliffe Borough Council staff for working efficiently during the Covid19 pandemic. The Group were pleased that refuse collections remained at full capacity. However, the Group did raise concerns that only £50k in discretionary grants had been allocated to businesses even though the Borough was awarded £927,000. It was explained that the money not allocated would be transferred back to central government and the Group agreed to pass on details of grants available to residents.

The Service Manager – Finance and Corporate Services updated the Group on the possibility of the Council delivering hybrid meetings. It was noted that the ICT Manager was working on a solution for the Council to install the relevant technology for hybrid meetings to be held successfully by September 2020 if the current regulations prohibiting hybrid meetings are lifted before then.

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

The meeting closed at 8.32 pm.

CHAIRMAN

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Corporate Overview Group

Tuesday, 22 September 2020

Consideration of Scrutiny Work Programmes and Requests from Councillors

Report of the Executive Manager – Finance and Corporate Services

1. Purpose of report

- 1.1. The terms of reference for the Corporate Overview Group approved at Council in May 2019 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. Work programmes for each of the groups during 2020/21 were reviewed in July 2020 to ensure they reflected the current priorities of the Council especially in light of the Covid19 pandemic. Since then a number of changes have been made to the agreed work programmes (these are highlighted in blue) to respond to the ongoing pandemic and its affect on some areas of work.
- 1.3. 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 key documents and any topics for potential scrutiny submitted by Councillors and Officers.

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 and Officers included at Appendix Three
- d) determine if any additional topics should be included in a scrutiny group work programme.

3. Reasons for Recommendation

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

4. Supporting Information

- 4.1. In March 2019, Council adopted a new structure for scrutiny comprising 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 via the internet links at **Appendix One**.
- 4.2. **Appendix Two** shows the work programmes for all scrutiny groups as agreed in July 2020 by the Corporate Overview Group. The Group is asked to consider if the work programmes remain appropriate and achievable for the current year.
- 4.3. Any additional items 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 and Officers 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 the 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.

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 in considering 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

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

6.2. Legal Implications

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

6.3. Equalities Implications

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

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

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

7. Link to Corporate Priorities

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 and Officers included at Appendix Three
- d) determine if any additional topics should be included in a scrutiny group work programme.

For more information contact:	Peter Linfield Executive Manager - Finance and Corporate Services Tel: 0115 9148439 plinfield@rushcliffe.gov.uk
Background papers available for Inspection:	
List of appendices:	Appendix One – Document Links Appendix Two – Work Programmes 2020-21 Appendix Three – Requests for Scrutiny

Links

Cabinet Forward Plan

<https://democracy.rushcliffe.gov.uk/mgListPlanItems.aspx?PlanId=151&RP=137>

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/s6326/budget%20and%20financial%20strategy%202020-21.pdf>

Work Programme 2020-21 – Corporate Overview Group

	Items / Reports
22 September 2020	<ul style="list-style-type: none"> • Standing Items <ul style="list-style-type: none"> ○ Implementation of Change – Scrutiny ○ Feedback from Scrutiny Group Chairmen ○ Consideration of Scrutiny Group Work Programmes ○ Financial and Performance Management ○ Consideration of Future of Scrutiny – part one • Rolling Items <ul style="list-style-type: none"> ○ Customer Feedback Annual Report
15 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 ○ Financial and Performance Management ○ Consideration of Future of Scrutiny – part two • Rolling Items <ul style="list-style-type: none"> ○ Diversity Annual Report
23 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 ○ Financial and Performance Management • Rolling Items <ul style="list-style-type: none"> ○ xx

Draft Work Programme 2020-21 – Governance Scrutiny Group

	Items / Reports
29 September 2020	<ul style="list-style-type: none"> • Internal Audit Progress Report – 5 month update 2020/21 • Constitution Follow-Up • Review of the Risk Management Strategy
24 November 2020	<ul style="list-style-type: none"> • Internal Audit Progress Report • Annual Audit Letter • Statement of Accounts 2019/20 • Treasury and Asset Investments – 6 monthly update
4 February 2021	<ul style="list-style-type: none"> • Internal Audit Progress Report • Internal Audit Strategy • External Audit Annual Plan • Treasury and Asset Investments Strategy– update • Risk Management
18 May 2021	<ul style="list-style-type: none"> • Internal Audit Progress Report • Internal Audit annual Report • Annual Governance Statement

Work Programme 2020-21 – Growth and Development Scrutiny Group

	Items / Reports
14 October 2020	<ul style="list-style-type: none"> • Abbey Road Developer Presentation • Design and Build of the Crematorium • Planning Enforcement Policy – part two
20 January 2021	<ul style="list-style-type: none"> • Management of open spaces in new developments – part two • Town Centres Update – Cashless Society
21 April 2021	<ul style="list-style-type: none"> • Cycling Networks in the Borough

Work Programme 2020-21 – Communities Scrutiny Group

	Items / Reports
7 October 2020	<ul style="list-style-type: none"> • Flooding and Drainage • Review of the Nature Conservation Strategy (including rewilding)
28 January 2021	<ul style="list-style-type: none"> • Dog Fouling, Littering and Fly Tipping – part two • Rushcliffe Equality Strategy – part two • The Future of Edwalton Golf Courses
29 April 2021	<ul style="list-style-type: none"> • Carbon Management Plan

Rushcliffe Borough Council – Scrutiny Matrix

Councillor Request for Scrutiny	
Proposed topic of scrutiny ...	Planning: consultation with residents
I would like to understand ... (key lines of enquiry)	<p>The exact policy for consulting with residents on planning applications. <i>People feel that the system is stacked against residents and in favour of applicants. A more transparent system might help engender a more conciliatory and open minded approach from neighbours.</i></p> <p>I am interested in why the council only puts signs up at the first submission of a planning application, even when the application may come back many times over several years. <i>New people may have moved in to the area and be unaware of the situation, and residents' world views may have changed.</i></p> <p>I am interested in exactly who letters are sent to. It seems they are only sent to a very few neighbouring houses, and they are addressed 'to the resident' whereas clearly the council knows the name of the person paying the council tax. <i>Addressing the letter by name would increase the chance of it being read by the right person at the right time. I am frequently told of people neighbouring properties who do not get a letter.</i></p> <p>I am interested in the dates that letters are sent out relative to the date that the consultation period closes. <i>The Letters often arrive 10 days or so after the apparent postal data and very soon before the closing date for comments which makes a lot of residents very stressed.</i></p> <p>I am interested in why the council absolutely refuses to send out printed plans, even at a time when all public means of accessing computers and printers were not available (eg libraries and council buildings during lockdown.). <i>Many residents are not computer literate and have no</i></p>

	<p><i>family to support them. The current procedure is counter to Council policies on inclusion as some residents have been completely unable to access plans. Most residents of West Bridgford are completely able to read plans and it is insulting to suggest that they do not need to see them.</i></p> <p>The procedure for visiting a site needs to be made clear to residents. They often think that the planning officers do not visit but I know that they do as they often present photos at the Planning meetings. I understand why officers may feel unable to meet neighbours but I do think it would help residents to feel heard if officers did call or leave a visiting slip at the houses of people who have objected when they visit a site. <i>This will make people feel like they have a voice in the process; it will also allow them to make sure that their points are clear to the planning officer.</i></p> <p>I understand that the government asked that applications related to major developments did not proceed during lockdown. I would like to know what the council defines as a major development. <i>Major developments require residents to meet together to discuss plans. This was not possible during lockdown. I would have thought any multiple dwelling applications should be considered a major development.</i></p> <p>I would like to see a clear explanation of legal reasons that planning applications can be opposed put on the council website so that residents can understand why and how to respond.</p> <p>If planning is a quasi-judicial process, then it should be recognised that many of the current practices of RBC feel very unjust to many residents. Often they just want to feel that they have a real voice in the process.</p>	
<p>I think this topic should be scrutinised because ... (please tick)</p>		Poor Performance Identified
	✓	Change in Legislation or Local Policy
		Resident Concern or Interest
		Cabinet Recommendation
		Links to the Corporate Strategy

		Other (please state reason)
Officer Consideration of Councillor Request for Scrutiny		
Officer Feedback (please tick)	✓	Officer Comment
- Issue already being addressed	x	
- Issue has already been considered in the last 2 years?	x	
- Issue is a legal matter	x	
- Issue of a complaint investigation	x	
- Issue is a staffing matter	x	
- There is an alternative way of dealing with the issue	x	
Is there sufficient capacity ...		
- Scrutiny Work Programme?	x	
- Officer Resources?	x	
Recommendation	Topic is not considered appropriate at this time for scrutiny. Methods of consultation for planning applications are under review as part of the national review of planning. Consultation is a statutory service and the Council sets its operational service in advance of the national requirements.	
Lead Officer	x	
Proposed Timescale for Scrutiny and Scrutiny Group	x	

Rushcliffe Borough Council – Scrutiny Matrix

Councillor Request for Scrutiny		
Proposed topic of scrutiny ...	The provision of cycle paths in the Borough	
I would like to understand ... (key lines of enquiry)	<p>The recent traffic chaos generated from the closing of Clifton Bridge highlights the need of the Borough to embrace and encourage alternative forms of transport into Nottingham. Half of Rushcliffe residents work in Nottingham and one of the best ways to travel into the city for the people of Rushcliffe is on their bikes.</p> <p>Through the scrutiny process we can look in detail at:</p> <ol style="list-style-type: none"> 1. The building of cycle paths as a condition of all new housing estates, 2. The connection of cycle paths in new developments to the existing cycling infrastructure, 3. A commitment to work more closely with Nottinghamshire County Council and Nottingham City to have a more holistic approach to our cycling infrastructure, 4. Revisit and see what can be learned from Rushcliffe's Cycling Strategy from 1995 and consider how we can readapt this or write a new one 5. An audit of the existing provision and a consider what paths require an upgrade and how we can make better use of what we already have in place, e.g. the incorporation of the subway under the A52 so the young people of Ruddington can cycle to Rushcliffe School safely and also making all of our paths open to cyclists. <p>I would invite scrutiny to extend an invitation to the public and interested parties - Pedals, school children, Head Teachers, environmental groups and Public Health as they will have views that will impact our decisions.</p>	
I think this topic should be scrutinised because ...		Poor Performance Identified
		Change in Legislation or Local Policy
	✓	Resident Concern or Interest

(please tick)		Cabinet Recommendation
	✓	Links to the Corporate Strategy
		Other (please state reason) Council motion debated July 2020 - "This Council supports alternative forms of transport in and around Rushcliffe, in particular cycling, and will strive to work with Nottinghamshire County Council, as Highway Authority, to identify improvements that could be made to the cycling network in Rushcliffe."

Officer Consideration of Councillor Request for Scrutiny

Officer Feedback (please tick)	✓	Officer Comment
- Issue already being addressed	✗	
- Issue has already been considered in the last 2 years?	✗	
- Issue is a legal matter	✗	
- Issue of a complaint investigation	✗	
- Issue is a staffing matter	✗	
- There is an alternative way of dealing with the issue	✗	
Is there sufficient capacity ...		
- Scrutiny Work Programme?	✓	
- Officer Resources?	✓	
Recommendation	Topic is included for discussion in early 2021 – attendance by the most appropriate County Council officer is recommended	
Lead Officer	Andrew Pegram – Service Manager – Communities	
Proposed Timescale for Scrutiny and Scrutiny Group	Growth and Development Scrutiny Group – April 2021	

Rushcliffe Borough Council – Scrutiny Matrix

Officer Request for Scrutiny		
Proposed topic of scrutiny ...	Development of a new Crematorium	
I would like to understand ... (key lines of enquiry)	<ul style="list-style-type: none"> Update on the scheme progress Key design elements and operating model Next steps and timeline 	
I think this topic should be scrutinised because ... (please tick)		Poor Performance Identified
		Change in Legislation or Local Policy
		Resident Concern or Interest
	x	Cabinet Recommendation
	x	Links to the Corporate Strategy
		Other (please state reason)
Officer Consideration of Councillor Request for Scrutiny		
Officer Feedback (please tick)	✓	Officer Comment
- Issue already being addressed	x	
- Issue has already been considered in the last 2 years?	x	
- Issue is a legal matter	x	
- Issue of a complaint investigation	x	
- Issue is a staffing matter	x	
- There is an alternative way of dealing with the issue	x	
Is there sufficient capacity ...		
- Scrutiny Work Programme?	✓	
- Officer Resources?	✓	

Recommendation	Proposed for October Growth Scrutiny
Lead Officer	Leanne Ashmore, Executive Manager Transformation
Proposed Timescale for Scrutiny and Scrutiny Group	Proposed for October Growth Scrutiny

Rushcliffe Borough Council – Scrutiny Matrix

Officer Request for Scrutiny													
Proposed topic of scrutiny ...	Draft Rushcliffe Nature Conservation Strategy 2021-2025												
I would like to understand ... (key lines of enquiry)	<p>We would like to receive comments of the future challenges and future opportunities that the refreshed strategy presents.</p> <p>Members will be asked to provide feedback on the emerging strategies aims and objectives, its key target indicators and its focal area.</p> <p>The scrutiny also presents an opportunity to address the below motion regarding wildflower meadows and our current approach to their creation.</p> <p>The motion is as follows:</p> <p>“We have all probably seen photographs of the flowery, bee friendly waysides that have been planted in Rotherham and have no doubt we have all been asked by residents to achieve the same for our own wards. Rushcliffe Borough Council resolves:</p> <p>To ask Scrutiny to review the feasibility of sowing native wild flower seeds along the grassed areas that it manages and put forwards recommendations to the Cabinet.”</p>												
I think this topic should be scrutinised because ... (please tick)	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 5%;"></td> <td>Poor Performance Identified</td> </tr> <tr> <td></td> <td>Change in Legislation or Local Policy</td> </tr> <tr> <td></td> <td>Resident Concern or Interest</td> </tr> <tr> <td></td> <td>Cabinet Recommendation</td> </tr> <tr> <td style="text-align: center;">x</td> <td>Links to the Corporate Strategy</td> </tr> <tr> <td style="text-align: center;">x</td> <td> Other (please state reason) Climate Change - The Nature conservation strategy will play a key role moving forward in helping the authority to achieve its net zero emissions target from it own operations which forms part of the Council’s </td> </tr> </table>		Poor Performance Identified		Change in Legislation or Local Policy		Resident Concern or Interest		Cabinet Recommendation	x	Links to the Corporate Strategy	x	Other (please state reason) Climate Change - The Nature conservation strategy will play a key role moving forward in helping the authority to achieve its net zero emissions target from it own operations which forms part of the Council’s
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x	Links to the Corporate Strategy												
x	Other (please state reason) Climate Change - The Nature conservation strategy will play a key role moving forward in helping the authority to achieve its net zero emissions target from it own operations which forms part of the Council’s												

		Corporate Strategy
Officer Consideration of Councillor Request for Scrutiny		
Officer Feedback (please tick)	✓	Officer Comment
- Issue already being addressed	✓	The updated strategy is being drafted in consultation with the Rushcliffe Nature Conservation Biodiversity implementation group and the scrutiny will provide an opportunity to comment and make recommendation on the draft strategy prior to adoption
- Issue has already been considered in the last 2 years?	✗	
- Issue is a legal matter	✗	
- Issue of a complaint investigation	✗	
- Issue is a staffing matter	✗	
- There is an alternative way of dealing with the issue	✗	
Is there sufficient capacity ...		
- Scrutiny Work Programme?	✓	
- Officer Resources?	✓	
Recommendation	Proposed for October Communities Scrutiny	
Lead Officer	Derek Hayden, Community Development Manager supported by Paul Phillips, Environmental Sustainability Officer	
Proposed Timescale for Scrutiny and Scrutiny Group	Proposed for October Communities Scrutiny	



Corporate Overview Group

Tuesday, 22 September 2020

Finance and Performance Management Quarter 1

Report of the Executive Manager – Finance and Corporate Services

1. Purpose of report

- 1.1. This report outlines the quarter one position in terms of financial and performance monitoring for 2020/21.
- 1.2. This report presents the budget position for revenue and capital as at 30 June 2020. Details of this report form part of the Expected Outturn Budget Report to be taken to Council on 24 September and includes the in-year variances along with variances resulting from Covid-19.
- 1.3. Given the current financial climate, particularly relating to the impact of Covid-19, it is imperative that the Council maintains due diligence with regards to its finances and ensures necessary action is taken to ensure a balanced budget is maintained.
- 1.4. As previously reported to Cabinet, the effects of Covid-19 will have a negative impact on the Council's finances. The anticipated budget gap caused by the pandemic is partially offset by additional government grants and in-year efficiencies with an overall net in-year position of £0.422m budget gap. This position is likely to change as further variances are identified during the year, further government funding is announced or in the event of a second wave or local lockdown.
- 1.5. The Capital Programme shows a planned underspend of £24.8m largely due to slippage in two major schemes (Bingham Hub and Crematorium) and uncommitted funds in the Asset Investment Strategy.
- 1.6. Monitoring of tasks in the Corporate Strategy 2019-23 in **Appendix D** and performance measures within the Corporate Scorecard in **Appendix E** to ensure that these are on track with targets.

2. Recommendation

It is RECOMMENDED that the Corporate Overview Group notes:

- a) the projected net effect of in-year efficiencies (£0.624m) and Covid-19 pressures (£2.564m) and Covid Government funding (£1.518m) resulting in an expected net revenue position for the year of £0.422m;
- b) a projected £2.864m net surplus on Business Rates as a result of additional S31 reliefs and that this surplus is to be transferred to the

- Organisation Stabilisation Reserve to offset the expected Collection Fund deficit in later years;
- c) the capital underspend of £24.8m as a result of planned programme slippage;
- d) the projected Special Expenses position with a projected deficit of £0.119m for the year to be financed by a loan from the Council, terms to be consulted on with the West Bridgford CIL and Special Expenses Group; and
- e) considers whether scrutiny is required for identified performance 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

Financial Monitoring – Revenue

- 4.1. The revenue monitoring statement by service area is attached at **Appendix A** with detailed variance analysis as at 30 June 2020 attached at **Appendix B**. For *this financial year* the budget gap including Covid-19 related pressures and in-year efficiencies is expected to be at least £0.422m (expected position) and up to a worst case scenario of £1.733 (both scenarios take into account current Government funding of £1.518m). Table 1 below summarises the main variations from revenue efficiencies and Covid-19 related pressures.

Table 1: Main Items Impacting on Current Revenue Budget

	Pressure/(Saving) (£m) 2020/21
Reductions in income	£1.253
Return on Investments	0.030
Hire of Facilities	0.183
Car Parking	0.450
Development Control	0.200
Land Charges	0.050
Commercial Activity	0.225
Other Lost Income	0.115
Additional Costs	£1.489
Anti-social behaviour/PPE	0.042
Leisure	1.033
Waste Collection/Street Cleansing	0.177
Homelessness	0.069

	Pressure/(Saving) (£m) 2020/21
Increase in Bad Debt Provision	0.100
Other Costs	0.068
Total Covid Related Budget Pressure	2.742
Covid related savings	(0.133)
Furlough	(0.045)
Net Covid Related Budget Pressure	2.564
Projected In year costs/(savings):	
Pay award additional 0.75%	0.070
Vacancies	(0.256)
Rental Income (new property)	(0.122)
Garden Waste Income	(0.076)
Housing Benefit Subsidy	(0.142)
Diesel (price reduction)	(0.029)
Other efficiencies	(0.069)
Total projected in-year efficiency savings	(0.624)
Net Revenue Position	1.940
Government funding	(1.518)
Total Net Projected Budget Gap	0.422

- 4.2. **Appendix A** shows projected net revenue efficiency for the year to date of £0.624m and a pressure of £2.564m relating to Covid-19 totalling £1.940m. The Council has received £1.518m in additional Covid-19 support to bring the net projected budget gap to £0.422m and anticipate a surplus of £2.864m on Business Rates relating to additional S31 grants (see paragraph 4.14) giving an overall variation of £2.412m. This represents (21%) against the net expenditure budget and we currently anticipate £4m to be transferred to the Organisation Stabilisation Reserve the majority of which are to meet the anticipated future Business Rates reductions caused by Covid-19 referred to in paragraph 4.14.
- 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 which will be funded by the New Homes Bonus. The MRP includes an element of Voluntary Repayment Provision (VRP) and Governance Scrutiny Group recommended to Council on 30 July 2020 that the option be made to withhold the VRP element to potentially use to support the budget gap created by Covid-19. However, based on the projections as at the Q1 position the budget gap can be supported by the temporary use of reserves without the need to utilise the VRP in 2020/21.

- 4.4. As documented at **Appendix B**; the financial position to date reflects a number of positive variances totalling £0.658m including additional garden waste income (£0.076m) and housing benefit subsidy (£0.142m). There are several adverse variances totalling £2.66m. The majority of the adverse variances arise from lost rental income (£0.207m) and additional payments to Parkwood (£1.033m). These are detailed in Table 1 above.
- 4.5. **Appendix E** shows the quarter 1 position on the Special Expenses budget. Budgets within the Special Expenses area have been impacted by Covid-19, particularly on the loss of income from hire of venues and bar sales. These projections are included in the overall £1.940m projected revenue budget gap. The expected budget deficit for the year is £0.119m initially to be funded from Covid Government funding and a repayment mechanism by way of a loan to be agreed with the West Bridgford CIL and Special Expenses Group. The outcome of this and any other budget issues will form part of the 2021/22 MTFS report to be approved by both Cabinet and Full Council (respectively in February and March 2021).

Financial Monitoring – Capital

- 4.6. The updated summary of the Capital Programme monitoring statement and funding position is shown at **Appendix C** as at 30 June 2020. **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 £24.8m.
- 4.7. The original Capital Programme of £18.936m has been supplemented by a net brought forward and in-year adjustments of £19.435m giving a revised total of £38.371m. The net expenditure efficiency position of £24.8m is primarily due to the following:
- a) Bingham Leisure Hub £12.756m – spend slipped to 2021/22;
 - b) Crematorium £4.917m – build likely in 2021/22; and
 - c) Asset Investment Strategy £3.828 – this is uncommitted and will be recommended to Council to be removed from the Capital Programme;
 - d) Support for Registered Social Landlords (RSL): RBC have recently agreed to be part of a joint bid led by Framework which will lead to investment of £150k from the provision in the Capital Programme. This will provide 5 units of Next Steps accommodation to support ‘rough sleepers’. The units will be owned and managed by Framework. RBC will retain nomination rights for a minimum period of 30 years.
- 4.8. The Council was due to receive capital receipts of £20m in the year, primarily from the disposal of surplus operational and investment property: Abbey Road Depot, Land at Hollygate Lane and also from an overage agreement in place for Sharphill Wood site. Covid-19 has impacted on the progress of these schemes with receipts projected to be £4.6m in year now. Significant delays or reductions to capital receipts will affect the funding of the capital programme and may lead to either internal or external borrowing earlier than planned dependant on the progress of the capital programme and any

slippage. Alternatively, projects could be delayed or not proceed with if deemed economically unviable. The current projected overall variance is likely to mean that any borrowing requirement can be met from internal resources with no recourse to borrow externally this financial year.

Covid-19 Update

- 4.9. The position in relation to Covid-19 was reported to Cabinet on 14 July 2020 and covered the estimated budget gap from Covid-19 along with individual updates on specific issues. As this report now includes the projected Covid-19 impact based upon current government guidance in addition to the revenue efficiencies, the paragraphs below provide an update where necessary to the specific Covid-19 issues that have future financial implications.
- 4.10. The retail and hospitality sector re-opened in June however early indications are that consumer confidence remains a risk. Additional government initiatives such as the 'Eat Out to Help Out' scheme have been launched and aim to increase the number of customers to pubs and restaurants which appears to have been a success. Leisure centres have re-opened but recovery is also slower than expected with only 26% of capacity currently being used. Swimming commenced on 1 September but this is only lane swim and not family or groups. This will continue to have an adverse impact on income receipts.
- 4.11. It has previously been reported that as at 31 March 2020 the value of the Council's Multi Asset investments had dropped in value by £1.238m with an improvement of £0.5m to the end of June. Further information received to the end of July shows that this has improved by a further £0.143m to £0.643m and with an upward trend is on track to return to pre-Covid values. There is still a risk that a second wave could reverse this trend and this will be closely monitored.
- 4.12. It was reported to Cabinet 14 July 2020 that due to Covid-19 a re-negotiation had taken place to defer the principal repayment of £55k due from the Cricket Club from 2020 to 2036, however the club's financial position is such that the repayment was received on 7 August 2020.
- 4.13. Data to 23 August 2020 shows collection rates for Council Tax has reduced by 1.2% equating to approximately £1.08m of cash not received. Business Rates are currently behind by £0.675m (0.85%), although £0.6m of this relates to a newly rated property which is anticipated to be received. The aforementioned reductions in cash received will create a deficit and a burden on future income streams albeit the County Council will take a significant proportion of the Council Tax deficit. Recent government announcements mean this deficit can now be spread over 3 years and this should reduce the burden in each year, nonetheless the burden will still be there.
- 4.14. A further deficit will be created in the collection fund as a result of the timing differences of precept payments made to Major Preceptors (which will continue to be made at budgeted Business Rates) and the issuing of

additional reliefs (approx. £10.6m) to the retail and hospitality sector which effectively reduce the amount of business rates billed (and therefore incoming cash) in the year. This deficit will be collected in 2021/22 to 2022/23 reducing the income due to the Council. In order to support this shortfall in cashflow, the major preceptors (including the Council) will be reimbursed for its share of the additional reliefs in the **current year**. It is therefore recommended that this reimbursement be appropriated to the Organisation Stabilisation Reserve to match or smooth the reduced Business Rates income in future years.

4.15. At the time of writing, the Council has paid out £18.025m in BEIS grants equating to 90.7% of approximately 1,700 eligible businesses. Hardship Fund allocations committing in excess of £389k in relation to Council Tax support have also been made, circa 2400 payments and 75% of the £515k budget.

4.16. The Council commenced the discretionary grant scheme on 1 June with the criteria reviewed and expanded from 15 July 2020. At the time of writing the Council had received 189 claims, decided on 159 and paid 62 totalling £0.814m (84% of the total available funds of £0.972m). All payments should be made by 30 September 2020.

4.17. **Conclusion**

4.17.1 The financial position resulting from to Covid-19 pressures was anticipated to result in a significant budget gap and this is the position that has been reported to Cabinet over the lockdown period. Whilst some savings were expected in relation to income generating activities that had ceased, there have been further additional in-year efficiencies identified. These savings along with the additional government funding means that the overall position for revenue is a more manageable budget gap of £0.422m. As detailed in the Covid Budget Update report on this agenda, Covid risks prevail beyond this current financial year and have to be managed.

4.17.2 To meet the current year projected deficit an appropriation from the Organisation Stabilisation Reserve will suffice without the need to use the VRP element of MRP. The Council is in a fortunate position that it has healthy reserves and can fund the budget gap in this way. However, we will still aim to replenish reserves in future years to help manage both downside and upside risks.



















4.17.3 The position on capital is currently positive and the slippage in Capital Receipts alongside slippage in the programme means that it is not anticipated to externally borrow this financial year. Further opportunities and challenges can arise during the year (such as a second wave or local lockdown) which may impact on the projected year-end position.

4.17.4 There remain external financial pressures from existing issues such as the uncertainty surrounding business rates retention, the fair funding review and comprehensive spending review that have now been delayed for a second year. The impact of BREXIT is still to be determined. Furthermore, there are the Council's own challenges such as meeting its own environmental

















objectives. Against such a background, it is imperative that the Council continues to keep a tight control over its expenditure, identifies any impact from changing income streams, maintains progress against its Transformation Strategy and retains a healthy reserves position.

Performance Monitoring – Strategic Scorecard

- 4.18 At the last meeting, the Group agreed to omit targets, as a way of measuring performance, this year for those indicators that are being impacted by the coronavirus pandemic. However, targets have been included in this report (for information purposes) to enable members of the Group to see what the impact has been, thereby showing the true performance position for all indicators. Performance indicators that have been identified as being impacted by Covid-19 have been highlighted within the scorecards and targets have been greyed. This is to show that whilst a target has been set underperformance will not lead to identification as an exception.
- 4.19 Performance during quarter one has been good, of those indicators not identified as being impacted by Covid-19, only one has been identified as an exception.
- 4.20 The Corporate Strategy is a living strategy that is adapting to changing priorities. This means the Council will take advantage of emerging opportunities and removes tasks that have been completed to ensure it is reflective of the current position. Five strategic tasks were completed last year and have now been removed. There is one new strategic task added to the Corporate Scorecard this year, **ST1923_18** Review Local Plan Part 1 – Core Strategy in partnership with Greater Nottingham Housing Market Area.

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






QUALITY OF LIFE		SUSTAINABLE GROWTH	
Strategic Tasks		Strategic Tasks	

QUALITY OF LIFE				SUSTAINABLE GROWTH			
 0	 5	 0	 0	 1	 5	 0	 0
There are no task exceptions this quarter.				There are no task exceptions this quarter.			
Performance Indicators				Performance Indicators			
 1	 0	 3	 1	 7	 0	 1	 2
There are no performance exceptions this quarter.				There are no performance exceptions this quarter.			

Further details and a key of symbols is shown in **Appendices F and G**.

Performance Monitoring – Operational Scorecard

- 4.21 The Council's operational business is also monitored, and 38 measures make up the Operational Scorecard.

Operational Scorecard – Performance Indicators				
 24	 2	 3	 6	 3
<p>LINS29a Number of successful homelessness preventions undertaken</p> <p>This indicator has been identified as an exception. An explanation is provided in Appendix G.</p>				

5 Risks and Uncertainties

- 5.1 Failure to comply with Financial Regulations in terms of reporting on both revenue and capital budgets could result in criticism from stakeholders, including both Councillors and the Council's external auditors.
- 5.2 Areas such as income can be volatile responding to external pressures such as the general economic climate. This has been clearly evidenced by the impact of Covid-19 and highlighted in Table 1.
- 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. Again, Covid-19 is likely to have a large impact on the Business Rates position and this is highlighted at paragraph 4.14.

- 5.4 The Council is committed to improving the environment and reducing its carbon footprint. Addressing such risks will require funding with the Climate Change Reserve now created to facilitate such opportunities.
- 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 this 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 no equalities implications connected to this report.

6.4 Section 17 of the Crime and Disorder Act 1998 Implications

There are no Section 17 implications connected to 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 Corporate Overview Group notes:

- a) the projected net effect of in-year efficiencies (£0.624m) and Covid-19 pressures (£2.564m) and Covid Government funding (£1.518m) resulting in an expected net revenue position for the year of £0.422m;
- b) a projected £2.864m net surplus on Business Rates as a result of additional S31 reliefs and that this surplus is to be transferred to the Organisation Stabilisation Reserve to offset the expected Collection Fund deficit in later years;
- c) the capital underspend of £24.8m as a result of planned programme slippage;

- d) the projected Special Expenses position with a projected deficit of £0.119m for the year to be financed by a loan from the Council, terms to be consulted on with the West Bridgford CIL (Community Infrastructure Levy) and Special Expenses Group; and
- e) considers whether scrutiny is required for identified performance exceptions.

For more information contact:	Peter Linfield Executive Manager - Finance and Corporate Services Tel: 0115 9148439 Email: plinfield@rushcliffe.gov.uk
Background papers available for Inspection:	Council 7 March 2019 – 2019-20 Budget and Financial Strategy; Cabinet 10 September 2019 – Revenue and Capital Budget Monitoring 2019/20 – Financial Update
List of appendices:	Appendix A – Revenue Position - June 2020/21 Appendix B – Revenue Variance Explanations Appendix C – Capital Programme Summary Appendix D – Capital Programme June 2020/21 Appendix E – Budget Monitoring for Special Expense Areas Appendix F – Corporate Scorecard Appendix G – Operational Scorecard

Revenue Outturn Position 2020/21 – June 2020

	Original Budget £'000	Revised Budget £'000	Projected Outturn £'000	Projected Outturn Variance £'000
Communities	2,907	2,917	3,356	439
Finance & Corporate Services	3,443	3,528	3,467	(61)
Neighbourhoods	6,521	6,522	8,122	1,600
Transformation	2	176	138	(38)
Sub Total	12,873	13,143	15,083	1,940
Capital Accounting Reversals	(2,131)	(2,131)	(2,131)	0
Minimum Revenue Provision	1,000	1,000	1,000	0
Total Net Service Expenditure	11,742	12,012	13,952	1,940
Grant Income (including New Homes Bonus & rsg)	(2,329)	(2,329)	(3,847)	(1,518)
Business Rates (including SBRR)	(3,984)	(3,984)	(6,848)	(2,864)
Council Tax	(6,991)	(6,991)	(6,991)	0
Collection Fund Surplus	(444)	(444)	(444)	0
Total Funding	(13,748)	(13,748)	(18,130)	(4,382)
Surplus (-)/Deficit on Revenue Budget	(2,006)	(1,736)	(4,178)	(2,442)
Capital Expenditure financed from reserves	147	147	147	0
Net Transfer to (-)/from Reserves	(1,859)	(1,589)	(4,031)	(2,442)

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Revenue Variance Explanations (over £15k)

ADVERSE VARIANCES in excess of £15,000		Reason	Projected Outturn Variance £'000
Communities			
COMMUNITY DEVELOPMENT	Loss of income from facility hire and additonal responsive works costs		152
PLANNING & GROWTH	Loss of planning income		230
PLANNING POLICY	Loss of land charges income		72
Finance & Corporate Services			
DEMOCRATIC SERVICES	Additonal equipment for remote/virtual meetings		50
FINANCIAL SERVICES	Increase in bad debt provision, loss of investment interest and increased bank commission charges		160
Neighbourhoods			
ENVIRONMENTAL HEALTH	Loss of licensing income		80
LEISURE CONTRACTS & CAR PARKS	Increased payments to Parkwood and loss of car parking income		1,459
STRATEGIC HOUSING	Emergency Accomodation and social distancing costs for homeless		59
WASTE & FLEET MANAGEMENT	Additional agency costs and increase to cleansing of Recycling Bays		191
Transformation			
PROPERTY SERVICES	Reduced rental income and loss of rental income on planned acquisition		207
Total Adverse Variances			2,660

FAVOURABLE VARIANCES in excess of £15,000		Reason	Projected Outturn Variance £'000
Communities	No data		No data
COMMUNITY DEVELOPMENT	Savings on activity costs and furlough income		-85
PLANNING POLICY	OLA contribution to staff		-30
Finance	No data		
REVENUES & BENEFITS	Increase in HB subsidy		-142
	No data		
Neighbourhoods			
No data	No data		No data
WASTE & FLEET MANAGEMENT	Additional garden waste income		-176
No data	Staff Vacancies		-67
	Diesel		-29
Transformation	No data		No data
BSU	Staff Vacancies		-40
ECONOMIC REGENERATION	Staff Vacancies		-57
LEGAL	Staff Vacancies		-44
PROPERTY SERVICES	Increased rental income		-87
Total Favourable Variances	No data		-659
Sum of Minor Variances			-62
TOTAL VARIANCE			1,940

Capital Programme Summary June 2020

CAPITAL PROGRAMME MONITORING - JUNE 2020

CAPITAL PROGRAMME MONITORING - JUNE 2020			
EXPENDITURE SUMMARY	Current Budget £000	Projected Actual £000	Projected Variance £000
Transformation	22,917	4,277	(18,640)
Neighbourhoods	3,846	1,990	(1,856)
Communities	2,471	2,322	(149)
Finance & Corporate Services	8,967	5,028	(3,939)
Contingency	170	0	(170)
	38,371	13,617	(24,754)
FINANCING ANALYSIS			
Capital Receipts	(13,330)	(7,998)	5,332
Government Grants	(3,258)	(517)	2,741
Use of Reserves	(651)	(607)	44
Grants/Contributions	(610)	(610)	-
Section 106 Monies	(4,052)	(1,234)	2,818
Borrowing	(16,470)	(2,651)	13,819
	(38,371)	(13,617)	24,754
NET EXPENDITURE	-	-	-

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Capital Programme 2020/21 – June 2020 Position

CAPITAL PROGRAMME MONITORING - JUNE 2020							
	Original Budget £000	Current Budget £000	Budget YTD	Actual YTD	Projected Actual £000	Variance £'000	
TRANSFORMATION							
Manvers Business Park Surface/Drain		58			35	(23)	Contractor appointed; site commencement delayed COVID19. Assuming no further Covid delays - works will be completed on site by early September.
Colliers Business Park Surface/Drain		29			29		All works complete- final accounts to be agreed. Works to make foul sewer connection packaged together.
Cotgrave Phase 2		2,389	597	14	1,770	(619)	Main contractor appointed; site commencement delayed COVID19. Site construction starting end July with projected completion Feb 21. Anchor food retail unit [Heron] 'agreement for lease' completed.

CAPITAL PROGRAMME MONITORING - JUNE 2020							
	Original Budget £000	Current Budget £000	Budget YTD	Actual YTD	Projected Actual £000	Variance £'000	
Bingham Leisure Hub	10,000	14,408	125	120	1,652	(12,756)	Contract for design fees awarded and surveys undertaken. A demand report commissioned for the planned office build. Further work to be undertaken to secure the SUD provisional award of £1.6m. Detailed cost plans keep projected overall expenditure within the £20m budget. Significant slippage anticipated.
Manvers Business Park Roof Refurbishment		200				(200)	Intention to defer scheme to 21/22 - will keep under review based on site conditions.
Manvers Business Park Roller Shutters		100				(100)	Intention to defer scheme to 21/22 - will keep under review based on site conditions.
Bridgford Park Public Toilets		25			20	(5)	Site commencement delayed COVID19. Works to commence 7 th September with one month programme.

CAPITAL PROGRAMME MONITORING - JUNE 2020							
	Original Budget £000	Current Budget £000	Budget YTD	Actual YTD	Projected Actual £000	Variance £'000	
Water Course Improvements	60	60			60		RBC working with NCC/VIA to review issues and agree plan for maintaining and improving the watercourse. Urgent maintenance work planned to be carried out late summer/early autumn.
The Point CP Security Gate	20	20				(20)	Intention to defer scheme to 21/22 - will keep under review based on site conditions.
The Point		15	15	14	15		Waterproofing works to Car Park complete.
Colliers Way Industrial Units		17			17		Connection of foul to public sewer; site commencement delayed COVID19. See Colliers BP Surfacing/Drainage scheme above as works packaged together.
Abbey Road Redevelopment		340	60	14	340		Continuance of remedial works to site prior to disposal.
Bingham Market Place Improvements	75	89			89		Tree replacement and incidental paving work complete (£22k in 19/20 and £10k in 20/21). Buttercross design/procurement

CAPITAL PROGRAMME MONITORING - JUNE 2020

	Original Budget £000	Current Budget £000	Budget YTD	Actual YTD	Projected Actual £000	Variance £'000	
							planned for late summer/early autumn.
The Crematorium	4,800	5,167			250	(4,917)	Land acquired 19/20. Cabinet report 14.07.20 for approval to progress to design stage. Projected actual to cover professional fees in advance of construction. Build likely 21/22.
	14,955	22,917	797	162	4,277	(18,640)	
NEIGHBOURHOODS							
Vehicle Replacement	612	612	184	182	182	(430)	32t Refuse Freighter bought; £331k acquisitions slipped to future years; £99k balance is uncommitted.
Support for Registered Housing Providers	216	1,612			630*	(982)	£480k contribution committed for second phase garage sites to deliver 30 units of affordable housing. Start on site date to be confirmed. £150k for 5 units of Next Steps accommodation.

CAPITAL PROGRAMME MONITORING - JUNE 2020

	Original Budget £000	Current Budget £000	Budget YTD	Actual YTD	Projected Actual £000	Variance £'000	
Assistive Technology	12	17	4		17		Provision for Home alarm units for the vulnerable.
Discretionary Top Ups	57	57	14		25	(32)	Grant activity slowed in first quarter due to COVID19 impact. Potential underspend.
Disabled Facilities Grants	490	627	129	39	450	(177)	Grant activity slowed in first quarter due to COVID19 impact. Potential underspend.
Hound Lodge Access Control System		25			25		
Hound Lodge Annexe Patio Doors	35	35			20	(15)	Scheme designed; out to tender end July; site works projected for completion by November.
Bowls Hall Replacement Furniture	15	15			15		
Arena Enhancements		115			115		Residual provision to deal with emerging enhancement, health and safety works.
Car Park Resurfacing		215			215		Design to commence shortly; procurement will follow; site work in 20/21.
Car Park Improvements - Lighting WB		48			48		Scheme designed; procurement commencing Sept with works on site November to January

CAPITAL PROGRAMME MONITORING - JUNE 2020							
	Original Budget £000	Current Budget £000	Budget YTD	Actual YTD	Projected Actual £000	Variance £'000	
Car Park Improvements - Lighting Other		102			102		Scheme designed; procurement commencing Sept with works on site November to January
CLC Changing Village Enhancements		12			12		Provision for Fire Doors.
CLC Pool Lining		25			25		Works completed and final accounts agreed
BLC Improvements		109			109		Residual provision to deal with emerging health and safety enhancement works prior to construction of new leisure centre.
KLC Refurb Pitched/Flat Roof Areas	220	220				(220)	Intention to defer scheme to 21/22 - will keep under review based on site conditions.
	1,657	3,846	331	221	1,990	(1,856)	
COMMUNITIES							
Gresham Pitches	1,000	1,260			1,260		Scheme to be commissioned fully funded by grant from Football Foundation - up to £500k and balance from Section 106 Developer Contributions.
Gamston Community Centre Toilets	45	45				(45)	Intention to defer scheme to 21/22 - will keep under

CAPITAL PROGRAMME MONITORING - JUNE 2020

	Original Budget £000	Current Budget £000	Budget YTD	Actual YTD	Projected Actual £000	Variance £'000	
							review based on site conditions.
Lutterell Hall Kitchens and Toilets	50	50			50		Scheme paused temporarily whilst operation and operator are reviewed.
Gresham Upgrade 3G Pitch Lighting	35	35			35		tenders returned and being analysed, Expect to make award in next few weeks; works will hopefully be completed by end October
RCP Front Footpath Improvements	15	15			15		Scheme to be considered in line with 20/21 Visitor Centre upgrade.
RCP Visitor Centre	250	250			250		To be considered in line with other works planned at the Country Park.
VE 75th Commemoration	20	20			20		
RCP Toilets and Educational Building		45			45		Scheme to be considered in line with 20/21 Visitor Centre upgrade. Mini refurb on 'log cabin' public toilets planned in this calendar year to maintain standard [projected cost £10k] balance retained for more substantial upgrade to facilities.

CAPITAL PROGRAMME MONITORING - JUNE 2020							
	Original Budget £000	Current Budget £000	Budget YTD	Actual YTD	Projected Actual £000	Variance £'000	
Capital Grant Funding		59			59		2 grants awarded £20k, 2 pending applications £30k, 1 application currently being assessed to come from balance available £9k.
RCP Vehicle Access Controls		15			15		Scheme to be considered in line with 20/21 Visitor Centre upgrade. Mini refurb on 'log cabin' public toilets planned in this calendar year to maintain standard [projected cost £10k] balance retained for more substantial upgrade to facilities.
Play Areas - Special Expense	50	69			69		£81k allocated to Boundary Road Cycle Track. Design options for the balance of this provision.
Boundary Rd Cycle Track Special Expense		81			81		£81k allocated from the provision for Play Areas. Scheme scoped and works to be commenced.
RCP Skatepark	220	218			218		Tender documents to be issued Aug 20. Works to commence Q4, potential for slippage.

CAPITAL PROGRAMME MONITORING - JUNE 2020							
	Original Budget £000	Current Budget £000	Budget YTD	Actual YTD	Projected Actual £000	Variance £'000	
West Park Fencing and Drainage		9			25	16	Contractor appointed; site commencement delayed COVID19. Additional fencing works being included, actual spend will be £25k, virement from MBP scheme required.
West Park Car Park Lighting		25			25		Scheme designed; procurement commencing Sept with works on site November to January
West Park Public Toilet Upgrade		20			20		Procurement delayed, now planned for Sept; works on site Dec/Jan.
West Park Julien Cahn Pavilion		40				(40)	Intention to defer scheme to 21/22 - will keep under review based on site conditions.
Skateboard Parks		190			110	(80)	£110k committed to RCP Skatepark. Balance of £80k unallocated.
Warm Homes on Prescription	54	25	6		25		Grant activity slowed in first quarter due to COVID19 impact.
	1,739	2,471	6		2,322	(149)	
FINANCE & CORPORATE SERVICES							
Information Systems Strategy	335	435	45	14	324	(111)	Acquisitions under the strategy continue to support

CAPITAL PROGRAMME MONITORING - JUNE 2020

	Original Budget £000	Current Budget £000	Budget YTD	Actual YTD	Projected Actual £000	Variance £'000	
							business development. Some schemes identified for deferral to 21/22.
Streetwise Loan 20/21	150	150			150		Awaiting request to draw this loan down.
Asset Investment Strategy		8,382			4,554	(3,828)	£4.554m committed to the acquisition of 2 Business Units. To report to Governance Group when complete. Balance of £3.828m unallocated.
	485	8,967	45	14	5,028	(3,939)	
CONTINGENCY							
Contingency	100	170				(170)	£95k brought forward of which £25k to undertake work to CLC Pool Lining during COVID19 closure. Balance not yet committed.
	100	170				(170)	
TOTAL	18,936	38,371	1,179	397	13,617	(24,754)	





Special Expense Areas – Budget Monitoring

Budget Monitoring for Special Expense Areas - Quarter 1					
	2020/21 Original	2020/21 Revised	Actual to Q1	2020/21 Projections	Reasons for variance
	£	£	£	£	
West Bridgford					
Parks & Playing Fields	404,100	404,900	121,660	464,800	Loss of income from sports hire and additional security on Bridgford
West Bridgford Town Centre	55,900	55,900	10,509	55,900	
Community Halls	68,700	69,700	59,201	159,200	Loss of income from facility hire as a result of Covid-19
Seats & Litter Bins	300	300	0	300	
Contingency	14,700	14,700	0	14,700	
Annuity Charges	76,800	76,800	0	76,800	
RCCO	50,000	50,000	0	50,000	
Sinking Fund (The Hook)	20,000	20,000	0	20,000	
Total	690,500	692,300	191,370	841,700	
Keyworth					
Cemetery	8,800	8,800	1,825	8,800	
Annuity Charge	1,300	1,300	0	1,300	
Total	10,100	10,100	1,825	10,100	
Ruddington					
Cemetery & Annuity Charges	11,300	11,300	1,955	11,300	
Total	11,300	11,300	1,955	11,300	
Discretionary Business Grant	0	0	0	(30,000)	
TOTAL SPECIAL EXPENSES	711,900	713,700	195,150	833,100	Budget deficit of £119,400 to be met from Gov't funding






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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
		Performance potentially impacted by COVID-19 pandemic










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	






Strategic Tasks






Status	Ref.	What are we doing	Due date	Completed
		Efficient Services		
	ST1923_08	Include digital principals in our communications and ways of undertaking business	2023	
	ST1923_10	Deliver our Medium Term Financial Strategy and Corporate Strategy	2023	
		Environment		
	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	2022	
	ST1923_02	Support the continued development of existing local growth boards for Cotgrave, Radcliffe on Trent,	2023	
	ST1923_04	Review and implement the Council's Leisure Strategy in relation to Leisure and Community	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	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	2028	
	ST1923_12	Support the delivery of employment land on all 6 strategic sites in Rushcliffe and sites allocated	2028	
	ST1923_13	Support the delivery of improved transport infrastructure e.g. A46, A52, A453 Corridors	2023	
	ST1923_15	Support the delivery of affordable housing in the Borough, working with developers, providers and private landlords	2023	
	ST1923_18	Review Local Plan Part 1 – Core Strategy in partnership with Greater Nottingham Housing Market Area	2022	
	NEW – added in Communities Service Plan			




Performance Indicators - Strategic Scorecard





















Performance indicators that have no target set this year as they have been or will be affected by the COVID-19 pandemic are shown highlighted in the table below.

Efficient Services							
Status	Ref.	Description	Q1 2020/21			2020/21	2019/20
			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	-£2k	£0.039		£0.159m	£0.326m
	LIFCS16	Percentage of residents believing the council provides value for money	Not due this year				
	LIFCS40	Combined number of Social Media followers	19,011	No target		No target	17,926
	LIFCS49	Percentage of residents satisfied with the service the Council provides	Not due this year				
	LITR03a	Percentage increase in self-serve transactions	1.1%	-5.0%		-5.0%	-2.53%
	LITR04	Percentage of residents satisfied with the variety of ways they can contact the Council	Not due this year				













Environment							
Status	Ref.	Description	Q1 2020/21			2020/21	2019/20
			Value	Target	Long Trend	Target	Value
	LINS17	Percentage of residents satisfied with the refuse and recycling service	Not due this year				
	LINS18	Percentage of household waste sent for reuse, recycling and composting	52.93%	54.68%		50%	50.62%
	LINS23	Residual waste collected per household, in kilos	130.85	115kg		460kg	466.25















Quality of Life							
Status	Ref.	Description	Q1 2020/21			2020/21	2019/20
			Value	Target	Long Trend	Target	Value
	LICO64	Number of pavilion, community hall and playing field users	Closed due to COVID-19 (except St Giles pre-school)	33,894	↓	152,830	152,830
	LICO66	Percentage usage of community facilities	10.88%	50%	↓	50%	47.2%
	LINS32	Average waiting time of applicants rehoused by Choice Based Lettings	30 weeks	50 weeks	↑	50 weeks	29 weeks
	LINS50	Percentage of users satisfied with sports and leisure centres	Closed until end of July due to COVID-19	90%	-	90%	94.3%
	LINS51	Number of leisure centre users - public	Closed until end of July due to COVID-19	0	↓	465,421	1,396,263








Sustainable Growth							
Status	Ref.	Description	Q1 2020/21			2020/21	2019/20
			Value	Target	Long Trend	Target	Value
	LICO42	Processing of planning applications: Major applications dealt with in 13 weeks or agreed period	100.00%	70.00%	↑	70.00%	87.50%
	LICO42a	Percentage of non-major applications dealt with in 8 weeks or agreed period	89.52%	80%	↑	80%	84.4%
	LICO46a	Percentage of appeals allowed against total number of Major planning applications determined by the authority	5.9%	10%	↑	10%	5.4%









	LICO60a	Contributions received as a percentage of current developer contributions	34.21%	-		No target	34.52%
	LICO60b	Value of future developer contributions to infrastructure funding	£48.40m	No target		No target	£46.99m
	LICO71	Supply of ready to develop housing sites	Reported within the following year			No target	Awaiting data
	LICO72	Number of new homes built	Reported within the following year			No target	Awaiting data
	LICO73	Area of new employment floorspace built (sq mtrs)	Reported within the following year			No target	Awaiting data
	LICO74	Number of Neighbourhood Plans adopted	0	-		No target	2
	LICO75	Percentage of homes built on allocated sites at key rural settlements	Reported within the following year			No target	Awaiting data
	LICO76	Percentage of new homes built against the target within the Local Plan	Reported within the following year			No target	Awaiting data
	LINS24	Number of affordable homes delivered	0	0		100	154
	LITR12	Percentage of RBC owned industrial units occupied	98.39%	96%		96%	99.87%
	LITR13	Level of income generated through letting property owned by the Council but not occupied by the Council	£293k	£385k		£1.5m	£1387232
	LITR35	Percentage of Growth Deal money drawn down and allocated	83%	83%		100%	83%
	LITR36	Percentage of new homes at the Land North of Bingham completed	12.5% (est)	12.5%		20%	10%

Performance Indicators - Operational Scorecard

Status	Ref.	Description	Q1 2020/21			2020/21	2019/20
			Value	Target	Long Trend	Target	Value
	LICO41	Percentage of householder planning applications processed within target times	82.20%	85.00%		85.00%	77.70%
	LICO45	Percentage of applicants satisfied with the Planning service received	Not due this year				
	LICO46b	Percentage of appeals allowed against total number of Non-Major planning applications determined by the authority	0.4%	10%		10%	0.7%
	LICO60	Percentage of planning enforcement inspections carried out in target time	75%	80%		80%	75.86%
	LICO68a	Income generated from community buildings	£1,348	-		No target	£158,490
	LICO68b	Income generated from parks, pitches and open spaces	£13,421	-		No target	£158,964
	LICO77	Number of new trees planted	Reported annually			2,500	4,577

Status	Ref.	Description	Q1 2020/21			2020/21	2019/20
			Value	Target	Long Trend	Target	Value
	LIFCS10	Percentage of invoices for commercial goods and services which were paid by the authority in payment terms	99.35%	98.00%		98.00%	99.03%
	LIFCS20	Percentage of Council Tax collected in year	28.75%	29.97%		99.20%	99.20%
	LIFCS21	Percentage of Non-domestic Rates collected in year	33.26%	32.29%		99.20%	99.10%
	LIFCS22a	Average number of days to process a new housing benefit claim	14.83	15 days		15 days	12.14
	LIFCS22b	Average number of days to process a change in circumstances to a housing benefit claim	2.26	6		6	2.96
	LIFCS22c	Average number of days to process a new council tax reduction claim	17.81	20 days		20 days	17.55
	LIFCS22d	Average number of days to process a change in circumstances to council tax benefit claim	2.21	6		6	3.58
	LIFCS23	Percentage of Revenues Services customers surveyed that were satisfied with the level of service provided	Survey to be undertaken				-
	LIFCS24	Percentage of housing and council tax benefit claims processed right first time	95.00%	95.00%		95.00%	97.00%
	LIFCS50	Number of complaints received by the council at initial stage	8	No target set		No target set	45
	LIFCS52	Percentage of complaints responded to within target times	100.0%	95.0%		95.0%	93.3%
	LIFCS56	Percentage of visitors satisfied by their website visit	Reported annually			85.0%	70.7%

Status	Ref.	Description	Q1 2020/21			2020/21	2019/20
			Value	Target	Long Trend	Target	Value
	LINS01	Percentage of streets passing clean streets inspections	99.8%	97.5%		97.5%	98.0%
	LINS02	Percentage of residents satisfied with the cleanliness of streets within the Borough	Not due this year				
	LINS05	Percentage of residents satisfied with the cleanliness and appearance of parks and open spaces	Not due this year				
	LINS06	Cumulative number of fly tipping cases (against cumulative monthly comparison for last year)	400	262		1069	1070
	LINS14	Average NOx level for Air Quality Management Areas in the Borough	24µg/m³	40µg/m³		40µg/m³	39µg/m³
	LINS15	Percentage of food establishments achieving a hygiene rating of 4 or 5	91.0%	90%		90%	91.0%
	LINS19a	Number of household waste (residual, dry and garden) missed twice or more in a 3 month period	1	3		3	4
	LINS21a	Percentage of eligible households taking up the green waste collection service	73.4%	72%		72%	74.3%
	LINS25	Number of households living in temporary accommodation	7	10		10	8
	LINS26a	Number of homeless applications made	2	5		20	6
	LINS29a	Number of successful homelessness preventions undertaken	25	30		120	225
There has been a slowdown in the number of available properties for households presenting as homeless resulting in fewer successful preventions. The number of cases is likely to rise after the moratorium on repossession ends on 23 August, and this could lead to more homelessness cases unless the supply of available properties increase.							
	LINS31a	Percentage of applicants within Bands 1 and 2 rehoused within 26 weeks	85%	70%		70%	76%
	LINS37	Domestic burglaries per 1,000 households	1.63	3.67		14.73	14.73
	LINS38	Robberies per 1,000 population	0.04	0.09		0.38	0.38
	LINS39	Vehicle crimes per 1,000 population	0.89	1.74		6.96	6.96

Status	Ref.	Description	Q1 2020/21			2020/21	2019/20
			Value	Target	Long Trend	Target	Value
	LITR01	Percentage of users satisfied with the service received from the Rushcliffe Customer Service Centre	100.0%	95.0%		95.0%	100.0%
	LITR02a	Percentage of calls answered in 40 seconds (cumulative)	71%	35%		35%	50%
	LITR09	Percentage of customer face to face enquiries to RCCC responded to within 10 minutes	100%	85%		85%	93%
	LITR11b	Percentage of telephone enquiries to RCCC resolved at first point of contact	92%	87%		87%	90.42%

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Corporate Overview Group

Tuesday, 22 September 2020

Annual Customer Feedback Report 2019/20

Report of the Executive Manager – Finance and Corporate Services

1. Purpose of the Report

1.1. This report summarises the complaints received during 2019/20 and provides a comparison to previous performance. Key points include the following:

- 45 complaints were received by the Council at Stage 1 of its complaints process.
- The percentage of complaints escalated past Stage 1 has increase slightly from 17.6% in 2018/19 to 20.0% (9 from 45).
- Consistency in handling complaints has stayed at a high level, as has the number of complaints that are responded to within target time – 42 out of 45.
- Analysis of the 45 complaints received in 2019/20 showed that 75.6% were unjustified.
- The Council received 132 compliments about its services in 2019/20 – 27 more than the previous year.
- Local Government Ombudsman complaints for Rushcliffe totalled 5 and was the lowest in comparison to authorities in the immediate area.

2. Recommendation

It is RECOMMENDED that this report is accepted as a true record of customer feedback in 2019/20.

3. Reasons for Recommendation

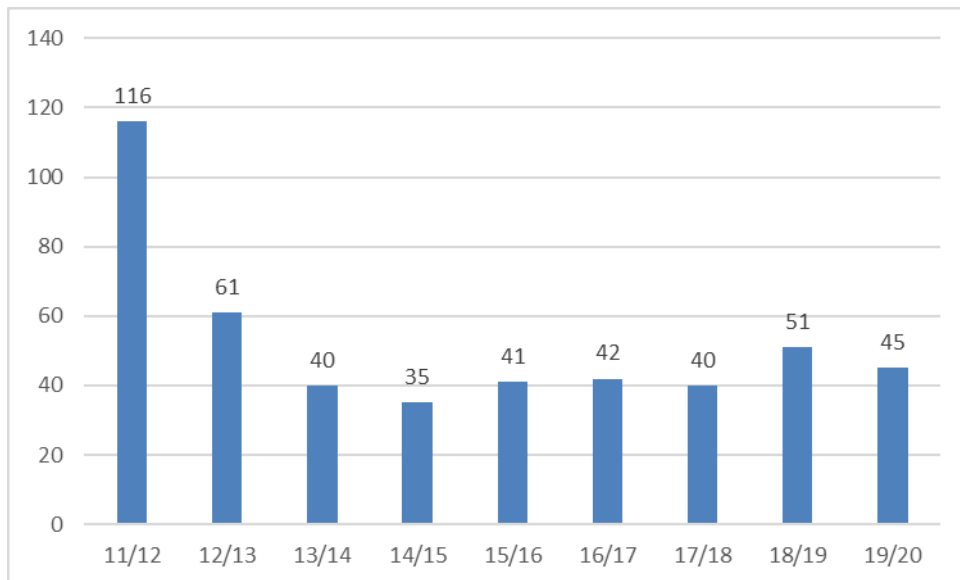
3.1 Officers work hard to investigate complaints quickly and thoroughly. Learning points are identified and fed back at team meetings. Where the interpretation of policy is at the root of the problem this is considered and changes made where necessary.

4. Supporting Evidence

4.1. Total Complaints

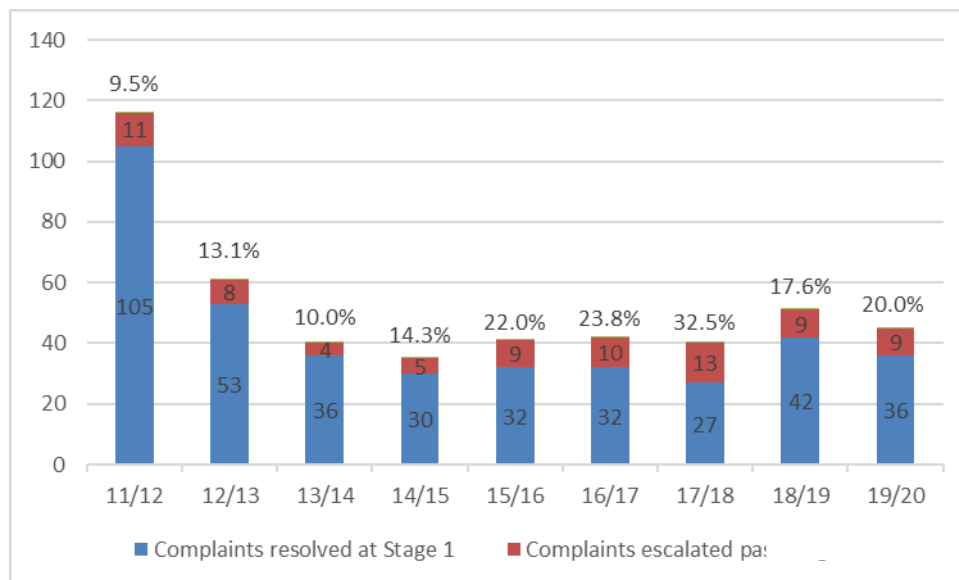
The number of complaints received by the Council in 2019/20 was 45. This shows a decrease of six compared to the previous year. The trend for

complaints received by the Council over the last few years is shown on the graph below. It initially showed a positive downward trend and has evened out over the last few years to show a very consistent level. This is against a background of reduced resources and consolidation and, therefore, officers doing things differently and looking to improve services.



Total Complaints Year by Year

4.2. Escalation of Complaints



Percentage of complaints escalated past Stage 1

The standard of response at Stage 1 remains high and, more often than not, the complaint is concluded at this stage. However, 9 out of 45 complaints were escalated to Stage 2, the subjects being:

- Planning application / decision (three)
- Housing banding / allocation (two)
- Noise nuisance investigation
- Environmental Health enforcement action
- Environmental Health staff conduct
- Direct debit dates for Council Tax collection.

The percentage of escalations past Stage 1 in 2019/20 is 20.0% - slightly higher than last year (17.6%). The reason for this is that although the number of escalations is the same (9), there were fewer complaints than last year.

4.3 Complaints handling – Timeliness and Quality of Response

42 out of 45 complaints in 2019/20 were answered within target time. Figures for each service area are shown in the table below. It is felt that complaints were well-handled in all cases.

Service Area	Total Complaints	In Target Time (10 working days)	%
Communities	14	13	92.9
Neighbourhoods	17	17	100.0
Finance and Corporate Services	13	11	84.6
Transformation	1	1	100.0
Total	45	42	93.3

4.4 Justified Complaints

A complaint is adjudged to be justified if an individual or service area has done something wrong to cause the complaint, or if the level of service does not come up to the standard expected.

If learning points arise as a result of someone complaining about a particular service area, they are raised at sectional team meetings as part of on-going training for staff.

11 out of 45 (24.4%) complaints were judged to have been justified. This is a significantly lower total than last year, when 19 out of 51 (37.3%) were felt to have been justified.

4.5 Local Government Ombudsman (LGO) Statistics

Occasionally, complainants escalate their complaints to the LGO. This is an option when the Council's process has been exhausted and the customer still does not consider that they have achieved a satisfactory outcome.

During 2019/20, the LGO received five complaints and/or enquiries about services offered by Rushcliffe Borough Council:

- two were about Planning and Development
- one was about Benefits and Tax
- one was about Housing
- one was about Environmental Services

The LGO issued five decisions on complaints received about the Council in 2019/20: one was upheld (the Council complied with the LGO in apologising to the injured party and agreeing to staff training to ensure the situation did not arise again); two were not upheld; one was referred back for local resolution; one was closed after initial enquiries.

The LGO data is shown in the table below, along with a comparison with other local authorities in the immediate area.

Local Authority	Decisions made 2019/20						
	Total	Upheld	Not upheld	Advice given	Closed after initial enquiries	Invalid or incomplete	Referred back for local resolution
Rushcliffe	5	1	2	0	1	0	1
Ashfield	15	1	3	2	7	2	0
Bassetlaw	16	2	2	0	7	0	5
Broxtowe	15	2	4	1	6	1	1
Gedling	14	1	4	0	7	0	2
Mansfield	15	1	1	2	5	1	5
N & S	12	1	0	1	8	0	2
Charnwood	20	2	1	1	7	0	9
N W Leics	9	1	2	0	2	1	3
Melton	10	2	2	1	5	0	0
S Kesteven	17	1	4	2	3	0	7

4.6 Distribution of complaints between service areas

The table in **Appendix 1** gives brief details of the complaints received during the year 2019/20, how they were distributed across the four service areas, whether they were resolved at Stage 1 or Stage 2, and whether or not they were felt to be justified.

4.7 Complaints Monitoring

The satisfaction rate for the handling of complaints in 2018/19 was 67%. Three complainants returned monitoring forms. Of those, two were 'fairly satisfied' and the other was 'fairly unsatisfied'.

The level of response remains very sporadic, and as such, no firm conclusions can be drawn. The feeling is that where a problem has been easy to fix, and the customer has got their desired outcome, satisfaction tends to be higher. Where the complaint involves a protracted case, involving services such as benefits or planning, the complaint is as of a result of misinterpretation / misunderstanding of policy, and so satisfaction tends to be much lower.

4.8 Compliments

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

Service Area	Number of Compliments 2019/20	Number of Compliments 2018/19
Finance and Corporate Services	12	8
Neighbourhoods	72 (+5 for Streetwise)	50 (+ 1 for Streetwise)
Communities	30	28
Transformation	13	18
Total	132	105

5 Risk and Uncertainties

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

6 Implications

6.1 Financial Implications

There are no direct financial implications from the report.

6.2 Legal Implications

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

6.3 Equalities Implications

The Council and its officers strive to treat each complaint on its merits.

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	The successful resolution of complaints supports all of the Council's priorities.
Efficient Services	
Sustainable Growth	
The Environment	

8. Recommendations

It is RECOMMENDED that this report is accepted as a true record of customer feedback in 2019/20.

For more information contact:	Charlotte Caven-Atack Finance and Corporate Services – Services Manager 0115 914 8278 ccaven-attack@rushcliffe.gov.uk
Background papers Available for Inspection:	None
List of appendices (if any):	Appendix 1 – Complaints by Service Area

Service Area	Number of Complaints	Subject of complaint	Resolved at Stage 1 or 2	Justified?
Communities	14	9 x Planning application / decision 3 x Lack of communication from Planning dept. 1 x Planning Committee issue 1 x Issue with volume at Sunday Cinema event	3 x Stage 2; 6 x Stage 1 3 x Stage 1 Stage 1 Stage 1	2 x Yes; 7 x No 1 x Yes; 2 x No No No
Neighbourhoods	17	7 x Housing allocation issue / decision 3 x Housing staff issue 1 x Noise nuisance issue 1 x EH enforcement issue 1x EH staff issue 1 x Pest control issue 1 x Duty of care issue 1 x Complaint re emptying of septic tank 1 x Issue with EH legislation	2 x Stage 2; 5 x Stage 1 3 x Stage 1 Stage 2 Stage 2 Stage 2 Stage 1 Stage 1 Stage 1 Stage 1	1 x Yes; 6 x No 3 x No No No No No No No Yes
Finance and Corporate Services	13	10 x Council tax issue 1 x data protection breach 1 x complaint about advice re benefits claim 1 x postal vote issue	1 x LGO; 1 x Stage 2; 8 x Stage 1 Stage 1 Stage 1 Stage 1	5 x Yes; 5 x No Yes No No
Transformation	1	Issue with barriers on cycle track	Stage 1	No

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Corporate Overview Group

Tuesday, 22 September 2020

Consideration of the Future of Scrutiny

Report of the Executive Manager – Finance and Corporate Services

1. Purpose of report

- 1.1. This report provides information relating to the operation of scrutiny over the last 16 months with a view to informing debate at the Corporate Overview Group leading to a recommendation to Cabinet about the future of scrutiny.

2. Recommendation

It is RECOMMENDED that the Corporate Overview Group endorse the 'transitional arrangements' for scrutiny to be the permanent arrangements as currently stated in the Council's Constitution.

3. Reasons for Recommendation

- 3.1. An independent review of scrutiny was undertaken in late 2018. This led to a revised model for scrutiny being introduced in May 2019 following the Borough Council election. A review of this new model has now taken place and has found high levels of satisfaction with the current model.

4. Supporting Information

- 4.1. Between September 2018 and February 2019, a review of the Council's scrutiny arrangements was undertaken. This was done with independent assistance from the Centre for Public Scrutiny (CfPS) and reported to Council in March 2019. The reasons for undertaking a review at this point were: growing frustration of scrutiny members, continuing financial pressures the authority is experiencing, the desire for greater transparency and accountability, and the growing need to ensure resources and councillors' skills are utilised more flexible and responsively.
- 4.2. The review found that scrutiny at Rushcliffe was doing well but could 'always do better'. Additionally, the CfPS felt that there was lots of activity at scrutiny but its focus could be better placed and that the Executive ambition could be better supported or enhanced by the scrutiny function. Strengths identified by the CfPS included: high levels of officer support and engagement; task and finish groups are effective and satisfying for councillors; and both councillors and officers are well engaged and positive about their role. However, they also identified a number of areas for improvement, including: a shared

understanding about the purpose of scrutiny; routine and repetitive work programmes; lack of understanding or visibility of the Council's corporate strategy; no, or limited, consideration of the forward plan, corporate strategy, MTFS or other key documents in setting the work programme; limited, or no, public democratic accountability; and limited use of the provisions in the Constitution for holding the Executive to account.

- 4.3. The CfPS report suggested a new model for scrutiny at Rushcliffe centred around a single 15-member Scrutiny Overview Group (as commonly seen in unitary and county councils) which commissioned multiple task and finish groups to investigate topics and concerns. To minimise risk and ensure continuity, a transitional model was proposed and agreed for a period of 12-18 months. The transitional approach also enabled any new councillors, following the 2019 Borough Council Elections, to become familiar with the operation of the Council, receive training in scrutiny and for new ways of identifying topics to scrutinise to bed-in.
- 4.4. The transitional model was approved at Council in March 2019 and consisted of a Corporate Overview Group and three themed scrutiny groups. Terms of reference and membership for these groups was agreed at Annual Council in May 2019 and the groups were operational from 1 June 2019.
- 4.5. A change champion, also the Chair of the Corporate Overview Group, was appointed to oversee the changes recommended in the CfPS report to revitalise scrutiny at Rushcliffe and also to respond appropriately to new statutory guidance published in May 2019 (Overview and scrutiny: statutory guidance for councils and combined authorities).
- 4.6. During the first 12 months of the new arrangements, 12 meetings of scrutiny groups were held and 51 items were discussed. It was decided to be too early to review the transitional arrangements following the first year of operation and a review was scheduled for September 2020 (16 months into the new arrangements and giving Councillors time to reflect back on the effectiveness of scrutiny since 1 June 2019 before making recommendations to be considered at Council prior to Annual Council in May 2021).
- 4.7. This document summarises scrutiny activity at Rushcliffe during the last 16 months and includes both officer and councillor reflections on that period.

Structure

- 4.8. The current scrutiny structure consists of four scrutiny groups, with the Corporate Overview Group managing the work programme for the other three groups which are themed around Governance, Growth and Development, and Communities. The following table provides key information about the four groups including membership, numbers of meetings held in the last 16 months and an overview of the items considered.

Corporate Overview Group – six meetings held between June	Seven members Five Conservative and Two	Each meeting considers: Implementation of Change, Feedback from Scrutiny Group
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2019 and September 2020 (including September)	Labour Independent Change Champion plus Chairmen and Vice Chairmen of other scrutiny groups	Chairmen, Consideration of the Work Programmes including any new items for scrutiny, and Finance and Performance Monitoring Additional items included: Corporate Strategy, Health and Safety Annual Report, Customer Feedback Annual Report, Diversity Annual Report, Options for Public Engagement in Scrutiny, Effect of Covid19 on Performance.
Governance Scrutiny Group – six meetings held between June 2019 and September 2020 (including September)	Nine members Six Conservative, one Labour, one Liberal Democrat, one Independent Chairman from the ruling group, Vice Chairman from the opposition	Items considered: Annual Fraud Report, Capital and Investment Strategy, Statement of Accounts, External Report to those Charged with Governance, Risk Management Progress, Internal Audit Quarterly Updates, Annual Audit Letter, Asset Management Plan, Treasury management Update, External Audit Strategy, Constitution, Impact of Covid19 on Risks
Communities Scrutiny Group – four meetings held between June 2019 and September 2020	Nine members Six Conservative, one Labour, one Liberal Democrat, one Green Party Chairman from the ruling group, Vice Chairman from the opposition	Items considered: Community Partnerships Review – Positive Futures and Young, Carbon Management Plan Development, Public Spaces Protection Order Review, Review of Community Facilities in West Bridgford, Litter, Dog Fouling and Fly-tipping Part One, Waste Resources Strategy, Fireworks, Rushcliffe Equality Scheme
Growth and Development Scrutiny Group – four meetings held between June 2019 and September 2020	Nine members Six Conservative, one Labour, one Liberal Democrat, one Independent Chairman and Vice Chairman from the ruling group	Items considered: Abbey Road Redevelopment, Business Support Offer, Supporting and Promoting Economic Vibrancy in Town Centres, Management of Open Spaces, Approached to Assisting with Economic Recovery in the Borough, Customer Service and Digital Transformation, Planning Enforcement

Training

- 4.9. Two specific training events were held during 2019 for members of scrutiny. In the first instance, an introduction to scrutiny session was held in June 2019 as part of the induction of new Councillors following the 2019 Borough Council Election (returning Councillors were also welcome). This provided a general

overview of scrutiny, its purpose, the legislation behind the arrangement, and how scrutiny is run at Rushcliffe. It also provided Councillors with the opportunity to use the scrutiny matrix and learn how items were selected for the work programme.

- 4.10. A second, more advanced, training session was held a month later in July 2019. This included a presentation from each scrutiny group Chairman to outline the terms of reference for their group and the items on the work programme for the coming year. The second half of the session was run by Dr Stephanie Snape, on behalf of East Midlands Councils, which provided a very in-depth and interactive overview of scrutiny including the newly published statutory guidance.
- 4.11. Seven councillors and officers also attended the Annual Scrutiny Conference in October 2019 – the first event of its kind run by East Midlands Councils marking 20 years since the introduction of scrutiny.
- 4.12. An individual councillor also attended an East Midlands Councils' run event entitled Advanced Finance Scrutiny in November 2019.

Change Champion

- 4.13. An independent Chairman of the Corporate Overview Group was appointed in May 2019 to oversee the change outlined in the March 2019 Council report. As well as chairing the Corporate Overview Group meetings, the Change Champion has attended events including the CfPS Symposium on the new statutory guidance for scrutiny in London in June 2019, and two East Midlands Scrutiny Network meetings during 2019. These were both opportunities for the Change Champion to talk to members of scrutiny in other organisations as well as to hear current best practice advice from her peers.

Scrutiny Items Considered

- 4.14. Over the 16-month period of this review, the scrutiny groups have considered 74 items (see Appendix A for details). Some of these are standing items and reviewed by specific groups on a rolling cycle; others are in-depth scrutiny investigations considered on more than one occasion.
- 4.15. The CfPS review highlighted a number of weaknesses in scrutiny at Rushcliffe including how items were selected for scrutiny, how much of the work programme was cyclical and repetitive, and how the Council's key documents (Corporate Strategy, MTFs, and Forward Plan) had little influence on what was considered at scrutiny. The CfPS review also commented upon weak links between Cabinet and scrutiny which may be hampering the delivery of Cabinet ambitions.
- 4.16. To address these concerns, each Corporate Overview Group meeting considers the work programmes over the next few meetings for all of the groups, taking into account the Corporate Strategy, MTFs, and Forward Plan;

the Group also considers topics for scrutiny submitted by both officers and councillors for inclusion in a work programme.

- 4.17. Of the 74 items considered at scrutiny over the review period:
- Eighteen originated with officers
 - Eight originated with councillors
 - Forty-eight are standing items mainly considered by the Corporate Overview and Governance scrutiny groups.
- 4.18. Additionally, of the 74 items considered at scrutiny over the review period:
- Four were scrutinised as a result of a Cabinet recommendation
 - Three were scrutinised as a result of a Council motion
 - Six items scrutinised were linked to the Corporate Strategy.
- 4.19. On nine occasions, the Governance Scrutiny Group received presentations from the internal or external auditors – no other groups received presentations from external speakers. In December 2019, the Cabinet portfolio holder for business and transformation attended the Governance Scrutiny Group at the Chairman's request to contribute to the scrutiny of the Asset Management Plan.
- 4.20. Both Councillors and officers are required to complete a scrutiny matrix to outline a topic they would like to be considered for scrutiny. The matrix summarises the issue of concern as well as the key lines of enquiry for any review. The matrix was simplified part way through the review period as a result of Councillor feedback. These matrices can be submitted at any time and are considered at each Corporate Overview Group meeting.

Feedback from Officers

- 4.21. Scrutiny at Rushcliffe is supported by the four Executive Managers, the Service Manager for Finance and Corporate Services and the Democratic Service Team. Other officers attend scrutiny as requested to present reports and provide information. Officers participating in, or supporting, scrutiny feel that significant improvements have been made and that under the new arrangements, agendas are more dynamic, scrutiny is more robust, and participation levels are higher.

Feedback from Councillors

- 4.22. All Councillors were given the opportunity to contribute their views on the current model of scrutiny by Councillor T Combella. She asked six questions via email; these are listed below with a summary of the eleven responses received (ie only 25% of Councillors and, therefore, presumably 75% are satisfied with the current arrangements) . Within these responses there was little commonality. Full responses by question are listed in Appendix B .

- 4.23. Given the range of areas discussed, and little feedback from the majority of Councillors, the conclusion drawn is that the existing system and structure remains (and this is recommended to Cabinet). We will should always look to continue to refine and improve the scrutiny process including relevant comments made by Councillors as summarised below.

How do you feel about the current model of scrutiny at RBC?

- A number of Councillors commented that they could not compare the new structure to the old as they were new Councillors.
- A number of Councillors felt that it should be elected officials who are scrutinised and not the officers as they are the ones who can be democratically deselected. These included the observation that a member of the Cabinet attended scrutiny last year and that this should be a more regular occurrence.
- Four Councillors felt that the depth of scrutiny was limited by officers writing the reports and doing the presentations on work they have also been involved in delivering – amounting to a lack of independence.
- One Councillor would like to see the Chair and Vice Chair positions alternated each year.
- One Councillor felt very strongly that the current model, when compared to the previous one, leaves ‘normal’ Councillors under-utilised and under-worked due to the reduction in the number of meetings.
- One Councillor felt that the current model of scrutiny has not been given enough time to demonstrate whether it is comparatively better than previous arrangements due to the slow introduction of meetings and the Covid-19 pandemic.
- One Councillor felt that there should be a publicised way for the public to raise items and to offer evidence (written/oral) on scrutiny items.
- One Councillor felt that having the meetings available on YouTube has been a benefit in that residents can look and listen to the meetings, even at a later date, and hear how items of interest and concern to them are being handled.
- One Councillor feels that the current model of scrutiny feels very much like scrutiny on rails – meaning Councillors are stuck to the track set out in the work programme with very little ability to change the programme.
- One Councillor suggested that scrutiny still spends much of its time looking at officer reports and not at Cabinet decisions.
- One Councillor questioned whether dialogue with partner agencies and performance review matters had been removed from the programme.

Do you know how to get items considered for a scrutiny group work programme?

- All but one respondents understood the need to complete a scrutiny matrix and submit it to the Democratic Services team – the remaining councillor said he knew who to ask if he needed to.

- A number of Councillors indicated that the new form is better but one suggested changing the name from matrix to request.

Do you feel there are any barriers to getting an item considered for a scrutiny group work programme?

- One Councillor stated that the same people doing the work also report to scrutiny creating a potential conflict of interest.
- A number of Councillors stated that it is now much easier and more transparent to get items considered for scrutiny; however, it was also noted that the process seems to take a long time as all items are considered by the Corporate Overview Group before being put on the programme.

Do you feel that you have sufficient knowledge and understanding about scrutiny to fully participate?

- The majority of Councillors felt that they had sufficient knowledge and understanding about scrutiny to fully participate.
- A number positively mentioned the training provided last year and most stated that more experience is what they needed at the present time.

Do you have any observations to make about the frequency, timing and content of scrutiny meetings (bearing in mind the challenges and resource constraints the Council faces)?

- One Councillor suggested that whilst the quality of reports is excellent there is a danger that long reports, supported by long and detailed presentations can reduce the amount of time left in meetings for Councillors to actually discuss the pertinent issues. Furthermore, other Councillors commented that occasionally the reports and presentations were so comprehensive that it left very little for Councillors to scrutinise and question.
- Two Councillors felt that there were too few scrutiny meetings and too little officer resource devoted to scrutiny. Another felt that more use could be made of Councillor time to scrutinise but that the officer resource is lacking. Another Councillor felt that better attendance and engagement could be achieved by varying the day and time of scrutiny meetings.
- One Councillor was under the impression that the current pandemic had reduced the number of scrutiny meetings.
- Another felt that the same subjects were reviewed every year as they were before the change.

Is there anything else you would like the review of scrutiny to take into account?

- One Councillor pointed out that in their view officer presentations were unnecessary if the report has been read before the meeting leaving more time for Councillor questions and allowing Councillors to lead the debate.
- One Councillor would like to see more of public engagement in scrutiny discussions.
- One Councillor would like to see people using the correct process for triggering scrutiny debate rather than using council meetings to force the issue.
- One Councillor would like to input into other scrutiny groups where you have a particular interest in the topic.
- One Councillor suggested that the topics up for debate at scrutiny should be advertised in Councillors Connections and representations / comments invited from all Councillors.
- One Councillor stated that the review undertaken by the CfPS suggested that the change in structure should shift the focus on to scrutinising topics with members of the Cabinet rather than officers – this isn't happening.
- Given the choice, one Councillor would scrap the Cabinet and Scrutiny model in favour of a committee-based system where he feels more involved and finds the meetings more relevant and interesting.

5. Risks and Uncertainties

- 5.1. Both Councillors and officers are satisfied with the functioning of the transitional arrangement, therefore no-change is a viable way forward.
- 5.2. Changing the model of scrutiny at Rushcliffe again risks further disruption and delay to the Council's ability to scrutinise activity and topics of concern.

6. Implications

6.1. Financial Implications

The are no direct financial implications arising from this report

6.2. Legal Implications

The requirement for local authorities to establish overview and scrutiny committees is set out in sections 9F to 9FI of the Local Government Act 2000 as amended by the Localism Act 2011. This report demonstrates compliance with the legal requirements.

6.3. Equalities Implications

There are no equalities implications in this report.

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

There are no Section 17 implications in this report.

7. Link to Corporate Priorities

Quality of Life	Delivery of effective scrutiny is an essential element of delivering the Council's Corporate Strategy and underpins all of its Corporate Priorities.
Efficient Services	
Sustainable Growth	
The Environment	

8. Recommendations

It is RECOMMENDED that the Corporate Overview Group endorse the 'transitional arrangements' for scrutiny to be the permanent arrangements as currently stated in the Council's Constitution.

For more information contact:	Peter Linfield Executive Manager - Finance and Corporate Services Tel: 0115 9148439 plinfield@rushcliffe.gov.uk
Background papers available for Inspection:	None
List of appendices:	Appendix A – Scrutiny Work Programmes Appendix B – Full Consultation Responses from Councillors

APPENDIX A

Corporate Overview Group

	Items Considered	Who	Originated From?
22 Sep 2020 7.00 pm	Implementation of Change – Scrutiny	SM – F&CS (Officer)	Standing Item
	Feedback from Scrutiny Group Chairmen	Councillors	Standing Item
	Consideration of Scrutiny Group Work Programmes	SM – F&CS (Officer)	Standing Item
	Financial and Performance Management	Financial Services Manager / SM – F&CS (Officers)	Standing Item
	Customer Feedback Annual Report	SM – F&CS (Officer)	Standing Item
	Consideration of Future of Scrutiny	SM – F&CS (Officer)	New Item (recommendation from Cabinet)
7 Jul 2020 7.00 pm	Health and Safety Annual Report	Health and Safety Advisor (Officer)	Standing Item
	Implementation of Change	SM – F&CS (Officer)	Standing Item
	Consideration of Scrutiny Group Work Programmes	SM – F&CS (Officer)	Standing Item
	Finance and Performance Management Q4	Financial Services Manager / SM – F&CS (Officers)	Standing Item
	The effect of Covid-19 on current performance levels	SM – F&CS (Officer)	Officers (responding to current situation – no matrix completed)
25 Feb 2020 7.00 pm	Options for Public Engagement in Scrutiny	SM – F&CS (Officer)	Councillors (scrutiny matrix submitted)
	Implementation of Change	SM – F&CS (Officer)	Standing Item
	Feedback from Scrutiny Chairman	Councillors	Standing Item
	Consideration of Scrutiny Group Work Programmes	SM – F&CS (Officer)	Standing Item
	Finance and Performance Management Q3	Financial Services Manager / SM – F&CS (Officers)	Standing Item
19 Nov 2019 7.00 pm	Diversity Annual Report	Human Resources Manager (Officer)	Standing Item
	Implementation of Change	SM – F&CS (Officer)	Standing Item
	Feedback from Scrutiny Group Chairmen	Councillors	Standing Item
	Consideration of Scrutiny Work Programmes	SM – F&CS (Officer)	Standing Item
	Finance and Performance Management Q2	Financial Services Manager / SM – F&CS (Officers)	Standing Item
3 Sep 2019 7.00 pm	Implementation of Change	SM – F&CS (Officer)	Standing Item

	Items Considered	Who	Originated From?
	Consideration of Scrutiny Work Programmes	SM – F&CS (Officer)	Standing Item
	Consideration of Requests for Scrutiny for Councillors	SM – F&CS (Officer)	Standing Item
	Finance and Performance Monitoring Q1	Financial Services Manager / SM – F&CS (Officers)	Standing Item
	Customer Feedback Annual Report	SM – F&CS (Officer)	Standing Item
	Corporate Strategy Update	SM – F&CS (Officer)	Councillor Request (no matrix completed)
20 Jun 2019 7.00 pm	Health and Safety Annual Report	Health and Safety Advisor (Officer)	Standing Item
	Implementation of Change	SM – F&CS (Officer)	Standing Item
	Creation of Work Programmes	SM – F&CS (Officer)	Standing Item
	Corporate Strategy 2019 - 2023	SM – F&CS (Officer)	Officers (no scrutiny matrix completed and Cabinet recommendation)
	Finance and Performance Monitoring Q4	SM – F&CS (Officer)	Standing Item

Governance Scrutiny Group

	Items Considered	Who	Originated From?
29 Sep 2020 7.00 pm	Statement of Accounts 2019/20	EM – F&CS (Officer)	Standing Item
	Internal Audit Progress Report – 5 month update 2020/21	BDO - External	Standing Item
30 Jul 2020 7.00 pm	Internal Audit Report Q4 2019/20	RSM - External	Standing Item
	Internal Audit Annual Report 2019/20	RSM - External	Standing Item
	Constitution Update	MO (Officer)	Standing Item
	Annual Governance Statement	EM – F&CS (Officer)	Standing Item
	Annual Capital and Investment Strategy Report 2019/20	EM – F&CS (Officer)	Standing Item
	Impact of Covid19 on Risk	SM – F&CS (Officer)	Officers (responding to current situation – no matrix completed)
	Fraud Annual Report 2019/20	EM – F&CS (Officer)	New Item (no matrix completed)
6 Feb 2020 7.00 pm	Internal Audit Progress Report	RSM - External	Standing Item
	External Audit Strategy	Mazars - External	Standing Item

	Items Considered	Who	Originated From?
	Internal Audit Strategy	BDO - External	Standing Item
	Treasury Management Strategy	EM – F&CS (Officer)	Standing Item
3 Dec 2019 7.30 pm	Internal Audit Progress Report	RSM - External	Standing Item
	Treasury Management Update	EM – F&CS (Officer)	Standing Item
	Asset Management Plan	EM – T (Officer)	Officers (no matrix completed)
17 Sep 2019 7.00 pm	Internal Audit Progress Report	RSM - External	Standing Item
	Annual Audit Letter	EM – F&CS (Officer)	Standing Item
	Risk Management Update	EM – T (Officer)	Standing Item
	Asset Management Plan Update	EM – T (Officer)	Officers (no matrix completed)
23 Jul 2019 7.00 pm	Annual Fraud Report	RSM - External	Standing Item
	External Auditor's Report To Those Charged With Governance 2018/19	EM – F&CS (Officer)	Standing Item
	Statement of Accounts 2018/19	EM – F&CS (Officer)	Standing Item
	Risk Management Progress Report	EM – T (Officer)	Standing Item
	Capital and Investment Management Outturn 2018/19	EM – F&CS (Officer)	Standing Item

Communities Scrutiny Group

	Items Considered	Who	Originated From?
27 Aug 2020 7.00 pm	Fireworks	Community Development Manager (Officer)	Officers (scrutiny matrix completed and Council motion)
	Rushcliffe Equality Scheme	Human Resources Support (Officer)	Officers (scrutiny matrix completed and Cabinet recommendation)
23 Jul 2020 7.00 pm	Litter, Dog Fouling and Fly Tipping (Part One - Fly Tipping)	Environmental Health Manager (Officer)	Councillors (scrutiny matrix completed)
	Waste Strategy	SM - Neighbourhoods (Officer)	Officers (no matrix completed)
9 Jan 2020 7.00 pm	Review of Community Facilities in West Bridgford	SM -T (Officer)	Councillors (scrutiny matrix completed)
	Carbon Management	Community	Officers (scrutiny matrix

	Items Considered	Who	Originated From?
	Plan Development and Review	Development Manager (Officer)	completed – following Council motion and linked to new Corporate Strategy)
3 Oct 2019 7.00 pm	Community Partnership Review - Positive Futures and YouNG	Community Development Manager (Officer)	Officers (scrutiny matrix completed and linked to new Corporate Strategy)
	Carbon Management Plan Development and Review	Community Development Manager (Officer)	Officers (scrutiny matrix completed – following Council motion and linked to new Corporate Strategy)
	Public Space Protection Order Review	Environmental Health Manager (Officer)	Officers (scrutiny matrix completed)

Growth and Development Scrutiny Group

	Items Considered	Who	Originated From?
25 Aug 2020 7.00 pm	Abbey Road Developer Presentation	Developer – External EM – T (Officer)	Officers (scrutiny matrix completed and linked to new Corporate Strategy)
	Planning enforcement policy – part one	SM – Communities (Officer)	Officers (scrutiny matrix completed)
15 Jul 2020 7.00 pm	Open Spaces	EM - C (Officer)	Councillors (scrutiny matrix completed)
	The Council's Wider Approach to Assisting Economic Recovery in Rushcliffe	SM -T (Officer)	Officers (scrutiny matrix completed and Cabinet recommendation)
7 Jan 2020 7.00 pm	Business Support Offer	SM -T (Officer)	Officers (scrutiny matrix completed and linked to new Corporate Strategy)
	Supporting and Promoting Economic Vibrancy in Towns and Villages	SM -T (Officer)	Officers (scrutiny matrix completed and linked to new Corporate Strategy)
15 Oct 2019 7.00 pm	Abbey Road - Depot Redevelopment	EM – T (Officer)	Officers (scrutiny matrix completed and linked to new Corporate Strategy)
	Community Infrastructure Levy	Principal Planning Policy Officer (Officer)	Councillors (scrutiny matrix completed)

Full consultation responses from Councillors

How do you feel about the current model of scrutiny at RBC?

As a newly elected Councillor I don't really have much to compare it to. If I consider previous forms of scrutiny I have been involved with I think there is a tension between scrutinising the Cabinet (say strategic direction or major investment decisions) and scrutinising delivery. In much of my previous experience one group of "officers" would be working on the scrutiny (most likely from a different organisation or body) and a different group on the programme or activity being scrutinised thus creating a distance between the two. This process pretty much means those doing the work (the delivery) are the same people scrutinising it - albeit with oversight from elected members. So it is a different model. I think this works better for some areas of the Council's operations than for others.

It is generally OK but I am not convinced that the system allows enough in-depth scrutiny. On the other hand there are items where it is difficult to assess what the issues are that need scrutinising within a subject.

All seems OK although I was not around for the previous method

As a model it works well but I do feel that it is a case of the Conservative Party marking its own homework and if we had more members from opposition parties we could scrutinise Cabinet's decisions differently. I would also like to see Chair and Vice Chair positions alternated each year or some sort of succession planning given to Vice Chairs. I also feel that Cabinet members should attend Scrutiny when it applies to their portfolio. It should be the elected official who is scrutinised and not the officers as they are the ones who can be democratically deselected.

I feel that the current model, when compared to the previous one leaves 'normal' Councillors under-utilised and under-worked. The reduction in number of committees has seen a loss of 'bums on seats' so there is less for us to do, less input to have. The fact that COG is made up of the committee chairs/VCs concentrates input in them further resulting in even less input from the other Councillors. My view is thus that the scrutiny model leaves backbench Councillors with not enough to do.

Given the slow introduction of meetings and the pandemic, I don't feel the current model of scrutiny has been given enough time to demonstrate whether it is comparatively better than previous arrangements or any other arrangement.

I guess I imagined that scrutiny would be a more outward facing process and that the councillors would be more involved, somehow. I do think there should be a (publicised) way for the public to raise items via their ward members, and to offer evidence (written/oral) on scrutiny items. Better publicity to the public that items are being scrutinised. Also that we should be inviting people in to give evidence. It all feels a bit - the officer writes a report and gives a presentation then the members ask a few questions before signing it off. Rather than an enquiry that the members are

truly engaged in - deciding what to consider and the questions to ask, researching, interviewing, surveying, reporting, making recommendations for change. I'm not clear why some items are split into part 1 and part 2 and what is supposed to happen in between.

I only have experience of a couple of Growth and Development scrutiny meetings so far and nothing to compare with so it is hard to give a reasoned response. Although we had some good training sessions at the start of our time on the council, they were a bit out of context at that time. I think maybe a further training/discussion/q&a session may be relevant now. I am unsure of what happens after the work has been accepted. Is it handed over to officers to investigate? Is there contact made with individuals in the community with more knowledge and concerns to allow them to have input into the process? What is the role of the members of the group once the topic has been accepted as an area of work? Are they allowed to ask questions, provide further information etc. I would welcome clarity of roles and responsibilities here both to aid the process and also to be sure of not taking a wrong step. Having the meetings available on YouTube has been a benefit in that residents can look and listen to the meetings, even at a later date, and hear how items of interest and concern to them are being handled. For example, Dave Mitchell's background report on green space charges clarified the history of the charges and how the current situation has arisen and so was very useful to everyone concerned.

My feedback on the current scrutiny arrangement is based on my year spent on the Governance Scrutiny Group. I feel this committee may be the most extreme example but it felt very much like scrutiny on rails. By which I mean we were stuck to the track set out for us in the work program. It may well have also been due to my inexperience as a councillor but it certainly felt that the opportunity to ask questions was limited by the scene set out in front of me. Sometimes this scene was very complex (annual finance review) and those setting the scene were such experts in the field there appeared to be little to check and scrutinise as a lay person. However, by contrast when I read on how to do "good scrutiny" the agenda is set more by the individual members of the committee, who have statutory powers to look at whatever they please within the council. Documents like the "Good Scrutiny Guide" (CfPS <https://www.cfps.org.uk/wp-content/uploads/CfPS-Good-Scrutiny-Guide-v5-WEB-SINGLE-PAGES.pdf>) and "A Councillor's Workbook on Scrutiny" (LGA [https://www.local.gov.uk/sites/default/files/documents/11%2064 Scrutiny%20for%20councillors_03_1.pdf](https://www.local.gov.uk/sites/default/files/documents/11%2064%20Scrutiny%20for%20councillors_03_1.pdf)) tell a story of acting as a critical friend and gathering evidence by looking at sources of data from within the everyday workings of the council, rather than just reports. As a recommendation I believe asking all Scrutiny Members and interested parties (aspiring Scrutiny Members!) to read and carry out the Challenges in the Councillor's Workbook would go some way to improve member engagement in scrutiny. The external scrutiny review from two years ago seemed to suggest that we look too much at officer reports and not enough at council decisions - and I think this has continued. I know of one instance where a cabinet member attended scrutiny this last year and I believe this should be a more regular occurrence. Not for knuckle wrapping, but for genuinely open conversation about how decisions are made, how the actions are then carried out by officers, and what measures are in place to ensure they are effective.

Good and relative.

I think that I don't have sufficient overview to compare and contrast the previous groups with the current ones. Have some dialogue with partner agencies and some performance review matters fallen by the wayside?

Do you know how to get items considered for a scrutiny group work programme?

Yes.

Yes

I have not yet, although I will find out if necessary

Yes

Yes

My understanding is that I complete a scrutiny matrix form and send it to democratic services.

Yes, and the new form is better.

Yes, thanks to Tina's help in understanding what to do. However, maybe terminology could be changed to make it more user-friendly. Calling it a matrix does not convey the idea that it is a request form to complete.

A reminder would help.

I think that you have been clear about how to get items considered. I think we Cllrs need to be reminded perhaps each year or half year!

Do you feel there are any barriers to getting an item considered for a scrutiny group work programme?

I can't cite particular examples but the tension I refer to at point 1 might lead to the impression that if the same group of people are gate-keeping what can go forward for scrutiny as are providing the information to the scrutiny panel are also doing the delivering there is at least the possibility that there may be a perceived conflict in the process. Issues such as resources etc are important and may be a legitimate barrier to some more extensive or time-consuming matters.

Now the matrix is simplified, the process is more understandable and less bureaucratic than it was.

No

No

My experience of using the matrix application was that it was overly bureaucratic and officious. Having fewer committees means it takes longer to get matters, that may time-pressing matters, onto the relevant agenda as needs to go through COG first before getting onto the relevant committee.

A process that requires the overview committee to consider an item and then waiting for a scrutiny group to consider it will always be a slow and unresponsive way to address any issue.

It's the timetable really - capacity issue I suppose. I don't think any of the ones I have raised have been rejected though.

I have only tried this once and my request was accepted and is now part of the work programme. So far, I haven't been aware of any barriers but I hope that if requests are turned down a proper explanation for the reasons will be given with the opportunity for the proposer to challenge the decision or make appropriate changes.

No

Do you feel that you have sufficient knowledge and understanding about scrutiny to fully participate?

Yes

Yes

Not yet, but I am gaining experience all of the time

Yes

Yes

I've been an active participant in training programmes. I'm willing to continue to continuously improve my knowledge to better serve the residents who elected me.

I'm not on any of the scrutiny groups. I would probably feel OK to participate if I was. Maybe there needs to be more opportunity for councillors not on the groups to get involved, e.g. more invitations to provide evidence and/or opportunity to ask questions.

Yes I think so if it concerns a topic that I am familiar with. Less so if it is a topic I have little knowledge about.

Getting there.

Yes I understand how scrutiny works. Much also hinges on the inclusivity of the Chair which is good in Community Scrutiny. Don't know about others.

Do you have any observations to make about the frequency, timing and content of scrutiny meetings (bearing in mind the challenges and resource constraints the Council faces)?

I think they are largely okay, there may be some scope where the subject is complex or time consuming for interim reports to be sent out to group members rather than a hold a meeting but this is a small point or save everything for the next meeting. I would say that whilst the quality of what we receive in terms of reports etc (in my experience in any event) is excellent there is a danger that long reports, supported

by long and detailed presentations can reduce the amount of time left in meetings for the members to actually discuss the pertinent issues. "Death by Powerpoint" is a cliché but I think it applies here sometimes. A long report should need only a short presentation (we should assume members have read it) maybe just highlighting the key questions, a more succinct report may justify a more comprehensive presentation. Too much information just means that members may not be able to pick through it to the bits that really matter.

Unfortunately, that is the issue, which is difficult to countermand, i.e. if more resources were available then the meetings could be more frequent. It is a question of the priority given to scrutiny. Some Councils devote more resources to it, some less. Ideally, it would be better if there were, say, 6 mtgs a year. That does not necessarily mean more topics, but maybe better comprehensive follow-ups to get to the nub of an issue. If scrutiny resulted in something being improved or made more efficient then it may help save the Council money.

No

No

Further to comments above re feeling under-utilised I would be happy to meet more regularly with fuller agendas. We had the diversity policy on the last communities agenda. This was an almost complete waste of time as very little had been done on it prior to the meeting. Now it needs to come back to a future meeting. Effect is we wasted an agenda 'slot' on it that should have been used for something else.

My understanding is that the meeting arrangements have been shifted significantly because of the pandemic. I still feel many scrutiny items are the process of being "seen" to review the same subjects each year rather than a process of challenging actual issues of poor performance and concern.

No

Nearly half of my tenure as a councillor so far has been under exceptional circumstance so it is hard to make a judgement about frequency and timing. However, I do think that scrutiny is a vital part of the council work so maybe should be frequent, e.g. every couple of months with regular updates concerning any work going on even if it is not on the agenda for discussion at a particular meeting. If the meetings were more frequent maybe there could be the option for holding them on different days and at different times to allow everyone a chance to attend at some time if they are normally constrained by work, family or other council commitments. For example, they often clash with Parish Council meetings that I would like to be able to attend. Again, the YouTube recordings are invaluable.

3/4 weeks. Matters that will help to improve resident's quality of life.

Is there anything else you would like the review of scrutiny to take into account?

I think there are different kinds of scrutiny - strategic direction and ongoing relevance of strategies, addressing identified problems, delivery and performance, these may require slightly different approaches and may elicit different outcomes. You might conclude a strategy is no longer entirely relevant or needs tweaking and this would be a longer term outcome and a different process perhaps than identifying why a particular service is not hitting its targets. Perhaps some communication of the potential different types of scrutiny and desirable outcomes could be included in the induction or terms of reference of the committees. Hope that makes sense!

Too much time is taken up with officer presentation which leaves less time for scrutiny within a meeting. A 5 min presentation is plenty, highlighting a few points within the report that is submitted with the agenda. There is no need for officers' presentation to take 20-30 mins. Better for the questions to prompt answers from officers, rather than a long discourse. Better to have a 2-way conversation. Hopefully, that will allow for shorter meetings, as it is for Members to decide the issues to be addressed. It may be that an officer is spending a long time talking about something which is not being questioned. Maybe interim informal conversations between officers and chairmen between meetings may help focus a future conversation to ensure it is relevant to the issue requested.

No

I would love to see more of public engagement in our discussions and I think there are many interest groups that would like to be involved. I don't think there is an obvious point at which this can be offered up. When can these suggestions be made?

No

Why councillors (with employees enabling them) use council meetings to trigger scrutiny debate rather than the process of requesting scrutiny discussion. Also, demonstrate what the new system has achieved as an improvement that makes it better than the previous system

Possibly provide the opportunity to have input into other scrutiny groups if you are not a member but have a particular interest in any topic. This is perhaps more relevant to minority parties who may not have representation on a particular group.

I feel that if scrutiny is to work it might be helpful to have a request for input from all councillors on particular matters and some summary of what is to be decided in the Councillor's Connection. (I do think hard decisions are required from this process).

I have no other comments except that the new system was expounded by the review team as shifting to scrutinising topics with Cabinet Members rather than officers. I took that to mean taking some pressure off officers to produce full reports. I'm not sure how realistic this was or how far our process should shift.

I have given this subject much thought over the last couple of years and I believe that I have given the new arrangement a reasonable opportunity to bed in, albeit impacted by the new appalling normal of video meetings, which I cannot get

comfortable with. I have to say, on balance, I would scrap the Cabinet and Scrutiny model. Perhaps, I am biased working within a Committee based system in two other local authorities, Notts CC and Bingham TC, but I find the process more satisfying overall and interestingly, where there is a comparison on a like for like, eg, finance matters, I feel more involved and relevant. It is worth noting, our colleagues at Newark & Sherwood DC reverted back to a Committee system a few years ago and have recently rejected an attempt by the Leadership to re-introduce a Cabinet model. I'm not sure it would take a gargantuan effort to change the system, however, whether the more fundamental agenda of creating one or more Unitary Authorities would make this issue irrelevant, remains to be seen.