

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

### 1. Purpose of report

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

### 2. Recommendation

It is RECOMMENDED that the Corporate Overview Group:

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

### 3. Reasons for Recommendation

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

### 4. Supporting Information

#### *Revenue Monitoring*

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

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

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

#### *Capital Monitoring*

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

#### *Financial Summary*

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

#### *Performance Monitoring - Background*















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

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

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















*Monitoring the delivery of the Corporate Strategy*

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

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

**the programme at the start of the financial year** Two individual factors are contributing to this indicator not meeting its target at this point in the year. Firstly, each year an overpayments income target is set. So far in the current year this target has not been met as a result of high levels of accuracy in processing claims in the first instance. The negative impact seen under this PI is a result of positive performance elsewhere. Secondly, savings that were anticipated to have been made by this point in the year have not yet been made due to complex legal arrangements related to a property purchase. It is anticipated that these will be resolved before the next quarterly report. Financial efficiencies in other areas (as highlighted in this report) ensures the budget remains on a positive trajectory.





- **LITR03a Percentage increase in self-serve transactions.** Performance is under target due to lower e-form usage than in the previous period. My Account is being promoted and will encourage higher levels of electronic transactions. In addition, bids for Choice Based Lettings were significantly lower (nearly 2000) in this period. The number of bids is controlled by the supply of properties advertised and demand from bidders and this is, therefore, variable.

QUALITY OF LIFE				SUSTAINABLE GROWTH			
Strategic Tasks				Strategic Tasks			
 5	 0	 0		 5	 0	 0	
There are no task exceptions this quarter.				There are no task exceptions this quarter.			
Performance Indicators				Performance Indicators			
 4	 0	 1	 0	 8	 0	 0	 8
<ul style="list-style-type: none"> <li>• <b>LICO46 Number of pavilion, community hall and playing field users.</b> Usage is below target and performance over the same period last year primarily due to lower attendances at Gresham Pavilion and Pitches. A marketing plan is in place to advertise our facilities widely to encourage extra bookings.</li> </ul>				There are no performance exceptions identified this quarter.			

### Monitoring the Council's operational performance

4.13 A second scorecard has been developed to give the Group confidence that the Council is delivering its operational services in line with statutory requirements and resident needs. The Operational Scorecard currently contains 40 performance measures. These have been identified by looking at the Council's services from a residents' perspective and further indicators will be developed over the course of the year to ensure this basket is well balanced and reflects the cost, customer satisfaction, input/outputs and quality of performance in each area of service delivery.

4.14 As with the Corporate Scorecard, a summary of current performance is provided below with further information contained within Appendix G. At the present time, 21 indicators are performing in line with previous performance and meeting current targets; seven indicators have been highlighted as exceptions.

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

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

## **5. Risks and Uncertainties**

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

## **6. Implications**

### **6.1. Financial Implications**

Financial implications are covered in the body of the report.

### **6.2. Legal Implications**

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

### **6.3. Equalities Implications**

There are none for this report.

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

There are none for this report.

## 7. Link to Corporate Priorities

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

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

## 8. Recommendations

It is RECOMMENDED that the Corporate Overview Group:

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- d. Forwards any comments on the financial position for quarter one to Cabinet for consideration.

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

## Revenue Outturn Position 2019/20 – June 2019

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



## Revenue Variance Explanations (over £10k)

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

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

## Capital Programme Monitoring Summary – June 2019

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

## Capital Programme 2019/20 – June 2019 Position

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

CAPITAL PROGRAMME MONITORING - JUNE 2019							
	Original	Current	Budget	Actual	Projected		
	Budget	Budget	YTD	YTD	Actual	Variance	
	£000	£000	£000	£000	£000	£'000	
<b>Bridgford Park Public Toilets</b>	25	25	-	-	25		Works to be undertaken later in the year following summer events.
<b>The Point</b>	-	26	18	1	26		Provision to create cleaner store and complete lighting basement car park.
<b>Arena Car Park Enhancements</b>	-	9	-	-	9		Still in defects liability period, this sum to meet any issues arising.
<b>Colliers Way Industrial Units</b>	-	19	-	-	19		STW approval to connect to the main sewer, design work complete.
<b>Depot Redevelopment</b>	300	2,085	-	45	400	(1,685)	Professional fees and surveys to inform redevelopment of the Depot site
<b>Fairham Pastures Industrial Units</b>	3,650	3,650	-	-		(3,650)	In discussion with the developer, this sum unlikely to be required.
<b>RCCC Enhancements</b>	-	100	-	-	100		Provision to be used to fit out new premises for RCCC.
<b>Bingham Market Place Improvements</b>	35	35	-	-	35		Tree works, lighting, and paving to be carried out in the autumn.
<b>Transport Safety Infrastructure</b>	-	10	10	9	10		Works complete.
<b>The Crematorium</b>	1,700	1,700	-	2	100	(1,600)	Scheme delayed.
<b>Industrial Units Moorbridge</b>	1,750	1,750	-	-	1,750		Delay due to finalising design work by developer. Scheme expected to proceed.
<b>Information Systems Strategy</b>	160	268	63	37	268		Acquisitions under the strategy

CAPITAL PROGRAMME MONITORING - JUNE 2019							
	Original	Current	Budget	Actual	Projected		
	Budget	Budget	YTD	YTD	Actual	Variance	
	£000	£000	£000	£000	£000	£'000	
							continue to support business development.
	14,810	19,388	1,010	400	6,178	(13,210)	
<b>NEIGHBOURHOODS</b>							
<b>Wheeled Bins</b>	160	174	40	39	174		Acquisitions continue to supply new developments across the Borough.
<b>Vehicle Replacement</b>	200	200	180	179	179	(21)	32t Refuse Freighter bought, balance is uncommitted.
<b>Support for Registered Housing Providers</b>	250	1,396	-	-	480	(916)	£480k contribution for second phase garage sites to deliver 30 units of affordable housing.
<b>Assistive Technology</b>	12	12	3	5	12		Home alarm units for the vulnerable.
<b>Discretionary Top Ups</b>	57	57	14	-	57		No commitments at this stage.
<b>Disabled Facilities Grants</b>	454	454	113	70	454		Provision will be adjusted when allocations from the additional BCF funding agreed.
<b>Hound Lodge Access Control System</b>	25	25	-	-	25		Site survey complete, works to be procured.
<b>Arena Enhancements</b>	-	140	-	-	140		Provision to address any emerging capital works.
<b>Car Park Resurfacing</b>	-	220	-	-	220		Negotiations for design taking place, scheme to be delivered later in the year.

**CAPITAL PROGRAMME MONITORING - JUNE 2019**

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

**CAPITAL PROGRAMME MONITORING - JUNE 2019**

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

**CAPITAL PROGRAMME MONITORING - JUNE 2019**

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













## Strategic Tasks





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

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


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

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

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

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























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























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





















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

## Appendix G

### Performance Indicators – Operational Scorecard

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

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

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