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Our reference:
Your reference:
Date: Monday, 12 July 2021

To all Members of the Corporate Overview Group

Dear Councillor

A Meeting of the Corporate Overview Group will be held on Tuesday, 20 July 2021 at 7.00 pm in the Council Chamber, Rushcliffe Arena, Rugby Road, West Bridgford to consider the following items of business.

This meeting will be accessible and open to the public via the live stream on YouTube and viewed via the link: <https://www.youtube.com/user/RushcliffeBC>

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Yours sincerely



Sanjit Sull
Monitoring Officer

AGENDA

1. Apologies for Absence
2. Declarations of Interest
3. Minutes of the Meeting held on 23 March 2021 (Pages 1 - 8)
4. Health and Safety Annual Report (Pages 9 - 24)

The report of the Director for Neighbourhoods is attached.

5. Feedback from Scrutiny Group Chairmen

A verbal update from the Scrutiny Chairmen will be provided.



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6. Consideration of Scrutiny Group Work Programmes - July 2021
(Pages 25 - 44)

The report of the Director for Finance and Corporate Services is attached.

7. Finance and Performance Management - July 2021 (Pages 45 - 106)

The report of the Director for Finance and Corporate Services is attached.

Membership

Chairman: Councillor T Combellack

Councillors: B Bansal, R Butler, N Clarke, B Gray, D Viridi and J Wheeler

Meeting Room Guidance

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The Openness of Local Government Bodies Regulations 2014 allows filming and recording by anyone attending a meeting. This is not within the Council's control.

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MINUTES
OF THE MEETING OF THE
CORPORATE OVERVIEW GROUP
TUESDAY, 23 MARCH 2021
Held at 7.00 pm via Zoom

PRESENT:

Councillors T Combellack (Chairman), B Bansal, N Clarke, F Purdue-Horan, D Viridi and J Wheeler

OFFICERS IN ATTENDANCE:

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

APOLOGIES:

Councillors J Walker

23 Declarations of Interest

There were no declarations of interest.

24 Minutes of the meeting 15 December 2020

The minutes of the meeting held on 15 December 2020 were approved as a true record of the meeting.

25 Feedback from Scrutiny Group Chairmen

The Chairman of the Corporate Overview Group informed the Group that she had recently attended an East Midlands Council's Scrutiny Network Meeting with other local Council's about their scrutiny process. The Chairman noted that other Council's agreed that all parties involved with scrutiny had to have a common goal and was keen to hear the Group's views on the scheduling of meetings due to one finishing past 10pm recently.

The Chairman of the Communities Scrutiny Group responded by noting that the Communities Scrutiny Group had received a presentation about dog fouling and littering in advance of their most recent meeting as a result of a challenging and busy agenda. The Chairman informed the Group that Councillors appreciated the presentation in advance of the meeting but suggested that perhaps additional meetings were necessary in the next meeting cycle in order for the full scrutiny process to be in the public domain.

The Communities Scrutiny Group had scrutinised the future of Edwalton Golf

Course following the findings of Knight, Kavanagh and Page (KKP) who undertook a two-stage study which considered whether there was a golfing need for Edwalton Golf Course and an alternative options appraisal if a needed. The Group approved the recommendations to Cabinet which were that golf and/or other sporting and community use be retained on the site by developing and investing in the main golf course, a driving range and community facility and, if viable, other sporting activities, as part of the master plan work.

The Chairman of the Communities Scrutiny Group was pleased to note that following the request of additional resources to enforce environmental crimes, the Council had commenced a 12-month trial with a private sector partner "WISE", a dedicated resource to investigate all fly tipping reports and also undertake routine patrols at litter and dog fouling hot spots at zero cost to the Council. The Communities Scrutiny Group also discussed the revised Equalities Scheme and was pleased to note that an action plan for the scheme would be sent out for public consultation and that the Group would revisit the Scheme in 12 months to ensure that actions were being delivered.

The Governance Scrutiny Group considered items including the annual audit letter, an internal audit progress report and the internal audit strategy in which the Group approved year two of the strategy. The Group also discussed the risk management process following the impact of Covid-19.

The Chairman of the Growth and Development Scrutiny Group was pleased to note that the Group had met with representatives of Stagfield and Peveril Homes, who presented their design proposals for the Abbey Road development. The Group were informed that the developers promised to use 30% local labour, sub-contractors and local materials. It was also noted that management fees should be less than £200 and that the Chairman had asked the Portfolio Holder for Planning to write to the Secretary of State to introduce national guidance for management companies. The Vice-Chairman also echoed the comments of the Chairman and suggested that the use of 30% of local suppliers should be monitored.

The Chairman of the Growth and Development Group passed on his best wishes to the Executive Manager – Communities who was currently recovering from an operation and had recently announced that he would retire before the next meeting. The Chairman passed on his thanks to the Executive Manager for his guidance and support on behalf of the group.

26 Consideration of Scrutiny Group Work Programmes - March 2021

The Service Manager – Finance and Corporate Services presented the report of the Executive Manager – Finance and Corporate Services which asked the Group to create and receive feedback on the scrutiny group work programmes for 2021/22 based on the Cabinet Forward Plan, Corporate Strategy, Medium Term Financial Strategy, Investment Strategy and Transformation Plan. The Group were also asked to consider potential topics for scrutiny which were submitted by Councillors and Officers.

The Service Manager – Finance and Corporate Services noted that some items

which were to be considered for the work programmes could either be scrutinised by the Communities Scrutiny Group or the Growth and Development Scrutiny Group and that the recommendations by officers were based on balancing agendas and resources for each meeting.

It was agreed that conservation areas would be scrutinised by the Growth and Development Scrutiny Group as there was currently a negative perception on the consistency of dealing with new planning applications. In addition, tree conservation would be scrutinised by the Communities Scrutiny Group which would include the discussion of tree preservation orders, where new trees can be planted, and the ongoing maintenance of trees required.

It was agreed that the Communities Scrutiny Group would scrutinise the safeguarding of adults and children strategy, police performance and resources for Rushcliffe, Rushcliffe housing delivery plan and the waste strategy. The Group agreed that the Growth and Development Group would scrutinise cycling networks in the Borough, the proposed footbridge over the River Trent and Covid-19 business recovery. The Corporate Overview Group would also scrutinise the results of the residents' survey in March 2022.

It was RESOLVED that

- a) the report of the Executive Manager – Finance and Corporate Services be noted.
- b) The work programmes outlined below be agreed.

Corporate Overview Group

June 2021

- Standing Items
 - o Feedback from Scrutiny Group Chairmen
 - o Consideration of Scrutiny Group Work Programmes
 - o Financial and Performance Management
- Rolling Items
 - o Health and Safety Annual Report

September 2021

- Standing Items
 - o Feedback from Scrutiny Group Chairmen
 - o Consideration of Scrutiny Group Work Programmes
 - o Financial and Performance Management
- Rolling Items
 - o Customer Feedback Annual Report

December 2021

- Standing Items
 - o Feedback from Scrutiny Group Chairmen
 - o Consideration of Scrutiny Group Work Programmes
 - o Financial and Performance Management
- Rolling Items
 - o Diversity Annual Report

March 2022

- Standing Items
 - o Feedback from Scrutiny Group Chairmen
 - o Consideration of Scrutiny Group Work Programmes
 - o Financial and Performance Management
- Rolling Items
 - o Feedback on Residents' Survey 2021

Governance Scrutiny Group

24 June 2021

- Internal Audit Progress Report
- Internal Audit Annual Report
- Annual Governance Statement
- Redmond Review Update
- Constitution Update
- Streetwise Annual Report

September 2021

- Internal Audit Progress Report
- Treasury Management Outturn
- Asset and Investment Outturn 2020/21
- Risk Management
- Fraud Annual Report

November 2021

- Internal Audit Progress Report
- Statement of Accounts
- Treasury and Asset Investments – 6 monthly update

February 2022

- Internal Audit Progress Report
- Internal Audit Strategy
- External Audit Annual Plan
- Annual Audit Letter
- Risk Management
- Treasury and Asset Investments Strategy - Update

May 2022

- Internal Audit Progress Report
- Internal Audit Annual Report
- Annual Governance Statement
- Constitution Update

Growth and Development Scrutiny Group

April 2021

- Conservation Areas

July 2021

- Cycling Networks in the Borough
- Trent Footbridge

October 2021

- Covid-19 Business Recovery Update

January 2022

- Tree Conservation

April 2022

-

Communities Scrutiny Group**April 2021**

- Carbon Management Plan

July 2021

- Safeguarding Adults and Children Strategy
- WISE Review

October 2021

- Police performance and resources for Rushcliffe

January 2022

- Housing Delivery Plan

April 2022

- Waste Strategy
- Carbon Management Plan

27 Finance and Performance Management - March 2021

The Financial Services Manager presented the report of the Executive Manager – Finance and Corporate Services which outlined the quarter two position in terms of financial and performance monitoring for 2020/21. This report presented the budget position for revenue and capital as at 30 December 2020 as reported to Cabinet on 9 March 2021 and includes the in-year variances along with variances as a result of Covid-19.

It was noted that further lockdowns had exacerbated the negative impact on the Council's finances, albeit offset by additional government funding and these were reflected in the projections. The overall anticipated budget position is a positive with a budget efficiency of £0.721m, which took into account financial challenges caused by the pandemic, additional Government funding and importantly in-year net efficiency savings. The Group were also asked to note the capital budget efficiencies of £7.3m which were as a result of uncommitted funds in the Asset Investment Strategy, reprofiling of Bingham Hub expenditure based on a revised cash flow position; and an underspend on Disabled Facilities Grants. The Group also noted the expected outturn position for

Special Expenses of £0.087m deficit.

The Financial Services Manager was pleased to inform the Group that the Council in conjunction with Parkwood, has recently submitted and been successful in an application to the National Leisure Recovery Fund to seek support of £0.21m toward the financial losses incurred. It was noted that data to 31 January 2021, showed collection rates for Council Tax had reduced by 0.9% equating to approximately £0.79m of cash not received which would create a deficit and a burden on future income streams albeit the County Council would take a significant proportion of the Council Tax deficit. However, recent government announcements mean this deficit can now be spread over three years and this should reduce the burden in each year.

At 7.55pm the meeting was adjourned so that the Group could pay their respects to those who had died during the Covid-19 pandemic. The meeting resumed at 8.05pm.

The Group asked questions regarding the Council's inclusion of Leisure deficits in future budgets and assurance on long-term strategy for any financial difficulties in the future brought about by funding reviews, NDR receipts and the impact of Covid longer term. The Financial Services Manager reassured the group that projected leisure deficits had been included in the MTFS and NDR receipts modelled at 'worst case scenario' along with planned replenishment of reserves over the period of the MTFS to provide resilience against potential negative impacts of impending funding reviews.

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 reminded that some targets had been omitted as a way of measuring performance for those indicators that are being impacted by the coronavirus pandemic. There was one exception within the operational score card:

LICO41 Percentage of householder planning applications processed within target times

The Service Manager – Finance and Corporate Services explained that despite the percentage of householder planning applications processed within target times being an exception for this quarter, this was a direct result of the planning officers hitting targets for major applications and developments.

The Group were asked to consider Appendix H in the report which detailed performance measures that had been impacted by Covid-19 and was presented as a supplement to the usual performance information. It was explained that this appendix showed measures grouped under headings of delivery, community and finance and was being used as additional tool to help monitor performance more closely, providing an early warning where a significant downturn in performance was emerging.

The Group asked questions regarding the collection of household waste and the percentage of household waste sent for reuse, recycling and composting. The Group were informed that the collection of recycled materials was on a

downward trend but the collection of residual waste had increased. It was noted that the collection of waste would form part of the Waste Strategy item to be discussed at Communities Scrutiny Group. The Service Manager – Finance and Corporate Services also agreed to provide the Group with more detailed information about social media engagement at the next meeting.

It was RESOLVED that

- a) The report of the Executive Manager – Finance and Corporate Services be noted
- b) The expected net revenue efficiency for the year 0.721m be noted
- c) The expected outturn position for Special Expenses of £0.087m deficit be noted and;
- d) The Group be provided with more details regarding social media engagement at the next meeting.

The meeting closed at 8.20 pm.

CHAIRMAN

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Corporate Overview Group

Tuesday, 20 July 2021

Health and Safety Annual Report

Report of the Director for Neighbourhoods

1. Purpose of report

- 1.1. Attached to this report is the Council's Health and Safety Annual Report which provides a summary of the Council's occupational health and safety performance during the period 1 April 2020 to the end of March 2021.
- 1.2. The Annual Report is structured in such a way as to reflect Health and Safety Executive guidance. It summarises the Council's health and safety policies, procedures and activities which have taken place over the last year. It also sets out training programmes delivered, provides numerical and statistical data and the proposed health and safety objectives for the year.
- 1.3. A PowerPoint presentation will be delivered to Corporate Overview Group which will highlight the main points to consider within the report.

2. Recommendation

It is RECOMMENDED that the Corporate Overview Group:

- a) considers the detailed information contained within the Annual Health and Safety Report,
- b) endorses the proposed health and safety objectives for 2021/22 as set out in the report.

3. Reasons for Recommendation

- 3.1. Best practice suggests all organisations produce and publish an Annual Health and Safety Report.
- 3.2. Setting health and safety objectives ensures focus on delivering the health and safety aims for the Council. COVID has had an impact on the delivery of the objectives set at the beginning of the year but health and safety has been a high priority across the whole of the organisation.

4. Supporting Information

- 4.1. Details are contained within the Health and Safety Annual report attached at Appendix One.

5. Risks and Uncertainties

There are none

6. Implications

6.1. Financial Implications

The delivery of the health and safety annual plan and compliance with health and safety legislation is funded as part of the Council's annual budget.

6.2. Legal Implications

The effective organisation and delivery of the Council's arrangements for health and safety is important to ensure compliance with relevant legislation.

6.3. Equalities Implications

There are no equalities implications.

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

This report advises on the health and safety controls that have been implemented within the authority and does not have any negative implications on community safety.

7. Link to Corporate Priorities

Quality of Life	Health and Safety supports both employees and members of public quality of life whilst using our services
Efficient Services	Health and safety objectives are to ensure all residents have access to high quality and safe services and facilities
Sustainable Growth	NA
The Environment	Good compliance with health and safety legislation will have a positive impact on protecting the local environment.

8. Recommendations

It is RECOMMENDED that the Corporate Overview Group:

- a) considers the detailed information contained within the Annual Health and Safety Report,
- b) endorses the proposed health and safety objectives for 2021/22 as set out in the report.

For more information contact:	David Banks Director - Neighbourhoods Tel: 0115 9148438 dbanks@rushcliffe.gov.uk
Background papers available for Inspection:	None
List of appendices:	Appendix One: Health and Safety Annual Report 2020/21

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HEALTH AND SAFETY ANNUAL REPORT

April 2020 to end March 2021

1.0 INTRODUCTION

- 1.1 This annual report sets out the Council's occupational health and safety performance during the twelve month period 1 April 2020 to 31 March 2021. As with previous reports it is split into a number of sections highlighting the key issues. It also sets out new policies which have been implemented as part of the control measures within the corporate health and safety framework.
- 1.2 Furthermore the update provides an indication of the effectiveness and success of the health and safety control measures the Council has in place with evidence showing training delivered, progress towards meeting health and safety aims and objectives and the number of accidents recorded.

2. COVID-19

- 2.1 This twelve month period has been a huge challenge for health and safety across the authority. The response to COVID has resulted in a significant increase in support required by all service areas. Below is a summary of the action taken to ensure the safety of employees and the public using our facilities.

2.2 Covid Internal Response/Recovery Team

Daily meetings were a necessity for the initial phase of the pandemic. This enabled the Council to agree on priority services and ensure a corporate response. Eventually, the meetings turned into a recovery phase and were able to reduce to weekly.

2.3 Remote working

Although working from home wasn't new to the Authority, there were employees who had never worked from home prior to the pandemic. There was a need to ensure that all employees had the equipment required and competence to set up a compliant workstation within the home environment.

2.4 Maintaining delivery of key services

Initially, wherever possible services were delivered remotely, but some key priority services such as refuse, and home alarms continued. This required redeployment of staff from low priority services to provide support to cover additional workload, and potential shortages in staffing levels due to the pandemic. Risk assessing staff's abilities and additional training was required to ensure safe re-deployment.

There was a need to maintain a working presence at the Arena, with minimal staff attending site.

2.5 Safe working practices and risk assessments

New safe systems of work were required to record how services were being delivered in a COVID safe manner for both the employee and the public, in line with the government guidance in place at the time. This included new guidelines and ways of working for the Arena and Eastcroft Depot.

New COVID risk assessments were created. These demonstrate why services and access to facilities were suspended, what additional COVID controls were implemented to ensure safe delivery. There was a need for additional signage to be erected at all sites.

2.6 **Personal Protective Equipment (PPE) and hygiene**

Ensuring staff had access to appropriate PPE became a priority. There was also a need to train staff in correct donning and doffing of PPE to ensure no cross contamination.

Additional cleaning chemicals and cleaning schedules were implemented both within the office accommodation but also within refuse vehicles and on parks and play equipment when they are able to re-open.

2.7 **Employee wellbeing and sickness monitoring**

There has been an increased need to ensure the wellbeing of our staff for a number of reasons including, general anxiety from the pandemic, higher demand in workload, working from home and the impact of not seeing colleagues face to face and additional pressures from home schooling. This has resulted in a significant increase in communications with employees and support through webinars.

Monitoring and recording of sickness and isolation data for staff was critical in ensuring we could carry out internal track and trace processes. Although staff have tested positive for COVID, there have been no known transmissions within the workplace. Even more encouraging is that general sickness absence levels have decreased this year.

3.0 **OTHER KEY ACTIVITIES**

3.1 **Policy Review**

The Council has a programme of policy review and implementation to support effective health and safety management. Due to the COVID pandemic the review programme was delayed whilst priority was given to developing new guidance documents, safe working procedures and risk assessments to ensure our staff were supported as they continued to provide Council services throughout the pandemic.

The following policies have been reviewed and updated in this twelve month period.

- Display Screen Equipment Policy December 2020
- Evacuation Chair policy December 2020
- Fire Policy January 2021
- Hepatitis A and B control January 2021
- COVID-19 guidance and procedural documents ongoing throughout the year

Policies that are overdue a review will be prioritised in the first quarter of 2021/22.

3.2 **Training**

Health and safety training needs are identified in a number of ways including Personal Development Reviews (PDRs), regular one to ones, team meetings and through the Executive Management Team. The Health and Safety Advisor also ensures that training is consistent with our duties and legal responsibilities.

- 3.3 Training provision has been difficult through the pandemic, with some being completed virtually where possible and other training delivered face to face in a COVID secure way. However, some none urgent training may have been postponed depending on training providers and individual team priorities.
- 3.4 The following health and safety training was organised through Human Resources in the last 12 months.

Table of Staff Training

Course Subject	Number of Staff attended	% of those requiring training who have been trained	Outcome/impact
Emergency First Aid	11	100%	Training to ensure first aid cover at sites
Routine and Operational Playground Inspection course	8	100%	Training course for employees who have involvement in parks and playground management/safety.
Fire safety Training e-learning	13* (51)	24%	Refresher training for staff on fire safety issues. There are 210 employees who have access to the e-learning. The current course is over 3 years old and a new course needs to be added to ensure people carry out a refresher.
Display Screen Equipment e-learning	67* (68)	32%	On-line training and assessment of computer workstations. 210 employees have been given access to the e-learning. A new course went live in March 2020 to tie in with staff changing to working from home
Legionella awareness e-learning	0* (36)	90%	This training is for all staff who need to be aware of the risks of Legionella within the workplace. The training was released in 2018. 40 staff require this training.
Asbestos awareness e-learning	1* (36)	88%	This training is for all staff who need to be aware of the risks of Asbestos within the workplace. The training was released in 2018. 41 staff require this training.
Manual handling e-learning	12* (184)	88%	Basic manual handling awareness for low risk staff. 210 employees have been given access to the e-learning package.
Working at Height e-learning	0* (33)	85%	39 employees have been requested to complete this training due to their job role

* this figure shows the number trained in this 12 month period, the figure in brackets shows the cumulative total within the last three years.

- 3.5 The above training is also supported by significant on the job training within all Service Areas but in particular at the higher risk Depot site. Training at the Depot is delivered in a number of ways including tool box talks which are brief practical sessions for employees on site. Other types of training also include for example robust induction training specific to the job role, tasks and equipment used, and driver training. The ultimate aim of the training is to ensure that the job is carried out in the correct safe manner to reduce accident rate
- 3.6 You will see from the table in 2.4 that the completion of e-learning has not been very successful. There has been ongoing issues with chasing employees if they haven't completed mandatory training. In the past this has been a manual time consuming task. A recent upgrade to the e-learning system now enables automatic reminders to be sent to employees when training is due and also copies in their manager when training is overdue. It is hoped that this upgrade will improve completion figures moving forward.

3.7 Meetings of Health and Safety Groups

The Council has in place a number of health and safety groups to ensure that health and safety is discussed at relevant levels within the organisation.

Meeting	Frequency of meetings	attendees
Corporate Health and Safety Group	Six monthly	Executive Management Team
Employee Health and Safety Group	six monthly 13 May 2020 18 Nov 2020	Executive Manager Neighbourhoods, Health and Safety Advisor, 8 work place representatives
Legionella, Asbestos and Tree Management Group	6 monthly 19 May 2020 3 Dec 2020	Executive Manager Neighbourhoods Relevant managers Health and Safety Advisor
Depot	Monthly team meetings	All collection teams

- 3.8 Health and Safety is also an area of discussion in staff one to one's and performance development reviews.
- 3.9 In the last year the meetings detailed above have enabled consideration to be given to a number of issues including training, occupational health, accident statistics, legislation and policy update and service area feedback.

3.10 Occupational Health

The Council are supported by an external Occupational Health provider who are utilised to provide a host of occupational health packages. Within the last twelve months the services that they have provided specifically relating to health and safety issues have included:

	Attendance numbers	Comment
	Apr	

	2020 to end March 2021	
Pre-employment medicals	12	All new employees are assessed through a pre-employment questionnaire prior to commencing their role with the Council
HGV Driver medicals	1	

3.11 Provision of flu injections this year has proven difficult. Staff were asked to source their own flu injections where possible and to claim the cost back.

3.12 **Workplace Health**

Workplace Health Champions have been involved in a number of promotional activities for staff across the sites including:

- Cycle to Work
- Alzheimer's month
- Great British Spring Clean (in Sept 2020 when restrictions permitted)
- Around the World in 80 days walking challenge

There has been significant additional COVID related support provided to staff over the last 12 months focussing on mental wellbeing and the additional pressures and impacts of the pandemic. An external wellbeing provider Red Umbrella have provided regular webinars for employees including:

- Leading in a crisis
- Impact of social media in lockdown
- Coping strategies for working from home, boundaries and recognising negative behaviour
- Self-esteem and confidence
- Addictive behaviour during lockdown
- Mindfulness
- Relationships at work and home
- Returning to the Office

3.13 **Additional Activity Areas**

Legionella – significant work has been undertaken to identify and find solutions to resolve positive legionella test results from Gresham pavilion.

Trees – tree surveys have now been completed across the Borough by an external consultant. Tree reports are graded in priority based on risk.

4.0 **PROGRESS TOWARDS ACHIEVING HEALTH AND SAFETY GOALS**

4.1 At its meeting on 7 July 2020 the Corporate Overview Group supported the following health and safety goals. These were previously set by the Council's

Executive Health and Safety Group and are monitored and reviewed by them. Progress is set out below.

H&S Goal	Target date	Action to date	Target met?
Monitor and review the effectiveness of COVID-secure measures across the Council	End March 2021	COVID control measures have been regularly reviewed and updated to ensure they are in-line with current restrictions. Although a number of staff have been diagnosed with COVID there have been no known workplace transmissions.	100%
Review and update all H&S policies that have not been reviewed in last 3 years	End March 2021	Of the 9 policies due to be reviewed only 4 were completed. These will be prioritised in Qtr 1	44%
Complete a health and safety audit of Fountain Court	End March 2021	A COVID health and safety inspection took place prior to the facilities re-opening. A full health and safety audit will be completed by end Sept 2021.	40%
Deliver workplace health initiatives in line with Workplace Health Gold award	End March 2021	The Nottinghamshire Workplace Health scheme ran by Notts Public Health has been put on hold due to the pandemic. Wellbeing work has continued to be a priority for RBC and the Wellbeing Champions have continued to deliver initiatives throughout the pandemic.	100%

5. PERFORMANCE

5.1 Accident report forms completed

Corporately the number of accident report forms completed by employees and agency staff within the six month period is set out in the following table:

Accident report forms completed

	2012 /13	2013 /14	2014 /15	2015 /16	2016 /17	2017 /18	2018 /19	2019 /20	2020 /21
Establishment figure head count	358	340	338-303*	291	285	275	266	257	259
Depot	45	34	19	24	18	15	10	10	14
Arena (Civic)	5	5	4	2	2	3	2	2	0
Community Contact Centre	1	1	1	1	1	0	0	0	0

Community Facilities	5	2	1	1	1	1	5	0	2
Total	56	42	25	28	22	19	17	12	16
Incidence rate	156	123	73	96	77	69	64	47	62

*The establishment figure dropped from 338 to 303 from 1st September with the move of Streetwise.

5.2 The table above shows that the number of accidents to employees/agency staff has increased slightly compared to last year but has remained consistent with the previous two years.

5.3 The Incidence Rate shows the number of accidents per 1000 employees. This is calculated by the number of accident forms completed, divided by number of employees, multiplied by 1000. The HSE use this formula to compare businesses accident rates, however they only look at number of reportable accidents under RIDDOR and not accident forms completed.

5.4 *Accident reports by type*

The table below sets out the accident figures by type.

Accident Report Forms by type

	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Struck by Moving Object	14	8	4	9	4	5	3	2	4
Strike against fixed object	6	5	1	5	6	2	1	4	0
Slip / Trip / Fall	26	9	11	4	5	9	5	4	5
Manual Handling	6	12	6	8	7	3	3	2	6
Animal attack (e.g. dog)	3	3	2	0	0	0	5	0	1
Other (Shock/Contact with liquids)	1	5	1	2	0	0	0	0	0
Total	56	42	25	28	22	19	17	12	16

5.5 Key points to consider from the figures presented in this table are:

- Slip/trip/fall accidents have remained at a stable low level for the last few years

- Manual handling accidents have increased this year when compared to the previous 3 years where they were at a very low level

5.6 *The number of employee days lost due to accidents*

	2012/ 13	2013/ 14	2014/ 15	2015/ 16	2016/ 17	2017/ 18	2018/ 19	2019/ 20	2020/ 21
Number of days lost	166	38	102	262.5	77	161	99	39	15

5.7 The number of days off as a result of an accident at work is the lowest recorded. The number of days absent has fluctuated significantly over the past few years. The average annual figure over the last nine years equates to 107 days. You will see from the table in 4.8 that there were only 3 accidents resulting in time off from work.

5.8 The following table shows the incident and injury type for those accidents which resulted in time lost.

Incident Type	Injury type	Location	Time lost in days
Manual Handling	Shoulder injury	R2Go	8
Manual handling	Strain arm/shoulder	R2Go	5
Struck by moving object	Pain	foot	2
Total			15

5.9 *The number of RIDDOR injuries, illnesses and dangerous occurrences involving Council employees*

In the 12 month period 1 accident was reported to the Health and Safety Executive as required by the RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations) legislation. This compares to 3 in the previous year.

5.10 *The number of health and safety enforcement notices*

There have been no visits by the Health and Safety Executive (HSE) or the Fire Service within this 12 month period. There have not been any enforcement notices served on the Council.

6. THE COUNCIL'S WIDER ROLE IN HEALTH AND SAFETY

6.1 The Council has health and safety duties to persons not in its employment, for example members of public visiting our sites. The risk assessment process

and management of the Council’s services ensures that risks to the public and contractors are assessed at the same time as the risk to our employees.

6.2 Actions we’ve taken as a Council to reduce risks to members of public when visiting our premises and also to those involved in activities with Council staff include:

- COVID control measures in place at all our sites in line with current government guidance
- Water risk assessments have been completed at sites across the Borough
- Fire risk assessments completed and in place for all Council occupied buildings
- Legionella risk assessments have been reviewed and updated for all appropriate sites
- Asbestos surveys completed and management plans in place
- The gritting of car parks during periods of inclement weather to ensure safe access to the public
- Scheduled inspections of play equipment at parks

6.3 The proactive actions outlined above help to reduce and manage risk at Council sites and venues. Furthermore they assist in maintaining low accident statistics for the public and contractors in comparison with the volume and numbers of people involved. The table below set out these figures and provides a previous year comparison.

	2012/ 13	2013/ 14	2014/ 15	2015/ 16	2016/ 17	2017/ 18	2018/ 19	2019/ 20	2020/ 21
Member of Public	10	10	15	25	10	2	7	16	1
Contractor	0	0	1	1	0	0	0	0	0

6.4 There has been a dramatic decrease in accidents involving members of the public when compared with previous years. COVID has resulted in our facilities being closed to the public for a significant length of time, however when government restrictions have permitted the outdoor facilities have been open to the public and have been extremely busy.

7. CONCLUSION

7.1 The information reported in relation to the management of health and safety indicates that figures for number of accidents to employees/agency staff has increased slightly compared to last year but has remained consistent with the previous two years.

7.2 The figure for days absent from work as a result of an accident whilst at work is at its lowest level recorded. However this figure does fluctuate greatly from year to year. Within this 12 month period, only 3 of the accidents resulted in time off from work. As always, employees are encouraged to return to work and this can be helped by the use of the fit note process by the GP which allows employees to return to work earlier on phased return and/or with adaptations to duties.

7.3 Unfortunately due to the ongoing pressures of COVID pandemic and the resulting additional health and safety workload, not all of the health and safety objectives set at the beginning of the financial year have been met. Workload has been prioritised throughout the year, and outstanding actions have been rolled on to the work programme for 2021/22.

7.4 In order to ensure continuing development in health and safety policies and practice the following objectives have been determined for the forthcoming year. These objectives have been identified by giving due regard to the issues highlighted in the report.

- Continue to monitor and review the effectiveness of COVID-secure measures across the Council
- Review and update all health and safety policies that have not been reviewed in the last 3 years
- Complete a health and safety audit Fountain Court
- Deliver workplace health initiatives in line with Workplace Health Gold award

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Corporate Overview Group

Tuesday, 20 July 2021

Consideration of Scrutiny Group Work Programmes

Report of the Director – Finance and Corporate Services

1. Purpose of report

- 1.1. The terms of reference for the Corporate Overview Group accepted at Council in May 2019 clearly state that a key responsibility of this Group is to:
 - Create and receive feedback on work programmes for the Growth and Development, Communities, and Governance Scrutiny Groups based on the Cabinet Forward Plan, Corporate Strategy, Medium Term Financial Strategy, Investment Strategy and Transformation Plan.
- 1.2. Work programmes for each of the groups during 2021/22 were reviewed in April 2021 to ensure they reflected the current priorities of the Council especially in light of the Covid19 pandemic.
- 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 Forward Plan, and any topics for potential scrutiny submitted by Councillors.

2. Recommendation

It is RECOMMENDED that the Corporate Overview Group:

- a) review the current work programme for each of the scrutiny groups (Appendix Two)
- b) consider any additional items for scrutiny from the current Cabinet Forward Plan, Corporate Strategy, Medium Term Financial Strategy, Investment Strategy and Transformation Plan
- c) consider the scrutiny matrices submitted by Councillors and officers (Appendix Three)
- d) determine any additional topics to be included in a scrutiny group work programme for 2021-22 for each of the scrutiny groups.

3. Reasons for Recommendation

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

4. Supporting Information

- 4.1. In March 2019, Council adopted a new structure for scrutiny comprised of one Corporate Overview Group and three additional Scrutiny Groups focused on Growth and Development, Communities, and Governance. The Corporate Overview Group is responsible for setting the work programmes for all scrutiny groups based on the Cabinet Forward Plan, Corporate Strategy, Medium Term Financial Strategy, Investment Strategy and Transformation Plan. Links to these documents can be found at Appendix One.
- 4.2. Appendix Two shows the work programmes for all scrutiny groups as agreed in April 2021 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 scrutiny matrix has been included for discussion by members of Corporate Overview Group. These are included at Appendix Three. The Group is invited to discuss these and make a judgement about whether they should be included in the work programme for a particular scrutiny group during the coming year.
- 4.5. It is important to note that the purpose of scrutiny is to:
 - scrutinise a topic in more depth than the Cabinet can in advance of a Cabinet decision with the purpose of informing the decision to be made by Cabinet
 - investigate topics of concern to residents resulting in recommendations to Cabinet with the purpose of improving Council services
 - monitor the progress of the Corporate Strategy to ensure the Council is meeting its stated priorities accepting that this may require more in-depth scrutiny of specific strategic projects at appropriate times
 - hold the Executive to account on behalf of the residents of the Borough to ensure sound decisions are made.
- 4.6. The Group is reminded that there will be cases in which scrutiny is not necessary or appropriate at this time. Officers will be clear in providing reasons where they feel this is the case. Councillors are also asked to be mindful of the resources available for scrutiny and listen to the advice of officers present in the meeting.

5. Risks and Uncertainties

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

6. Implications

6.1. Financial Implications

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

6.2. Legal Implications

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

6.3. Equalities Implications

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

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

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

7. Link to Corporate Priorities

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

8. Recommendations

It is RECOMMENDED that the Corporate Overview Group:

- a) review the current work programme for each of the scrutiny groups (Appendix Two)
- b) consider any additional items for scrutiny from the current Cabinet Forward Plan, Corporate Strategy, Medium Term Financial Strategy, Investment Strategy and Transformation Plan
- c) consider the scrutiny matrices submitted by Councillors and officers (Appendix Three)
- d) determine the topics to be included in a scrutiny group work programme for 2021-22 for each of the scrutiny groups.

For more information contact:	Peter Linfield Director - Finance and Corporate Services Tel: 0115 9148439 plinfield@rushcliffe.gov.uk
Background papers available for Inspection:	None
List of appendices:	Appendix One – Document Links Appendix Two – Work Programmes 2021-22 Appendix Three – Potential Scrutiny Items for Consideration

Links

Cabinet Forward Plan

<https://democracy.rushcliffe.gov.uk/mgListPlanItems.aspx?PlanId=157&RP=137>

Corporate Strategy

<https://www.rushcliffe.gov.uk/media/1/rushcliffe/media/documents/pdf/publicationscheme/3whatourprioritiesareandhowwearedoing/Corporate%20Strategy%202019-23.pdf>

Medium Term Financial Strategy, Investment Strategy, Transformation Plan

<https://democracy.rushcliffe.gov.uk/documents/s8154/Budget%20and%20Financial%20Strategy%20202122.pdf>

Appendix

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Work Programme 2021-22 – Corporate Overview Group

June 2021	<ul style="list-style-type: none"> • Standing Items <ul style="list-style-type: none"> ○ Feedback from Scrutiny Group Chairmen ○ Consideration of Scrutiny Group Work Programmes ○ Financial and Performance Management • Rolling Items <ul style="list-style-type: none"> ○ Health and Safety Annual Report
September 2021	<ul style="list-style-type: none"> • Standing Items <ul style="list-style-type: none"> ○ Feedback from Scrutiny Group Chairmen ○ Consideration of Scrutiny Group Work Programmes ○ Financial and Performance Management • Rolling Items <ul style="list-style-type: none"> ○ Customer Feedback Annual Report
December 2021	<ul style="list-style-type: none"> • Standing Items <ul style="list-style-type: none"> ○ Feedback from Scrutiny Group Chairmen ○ Consideration of Scrutiny Group Work Programmes ○ Financial and Performance Management • Rolling Items <ul style="list-style-type: none"> ○ Diversity Annual Report
March 2022	<ul style="list-style-type: none"> • Standing Items <ul style="list-style-type: none"> ○ Feedback from Scrutiny Group Chairmen ○ Consideration of Scrutiny Group Work Programmes ○ Financial and Performance Management • Rolling Items <ul style="list-style-type: none"> ○ Feedback on Residents' Survey 2021

Draft Work Programme 2021-22 – Governance Scrutiny Group

September 2021	<ul style="list-style-type: none"> • Internal Audit Progress Report • Treasury Management Outturn • Asset and Investment Outturn 2020/21 • Statement of Accounts • Going Concern • Risk Management
November 2021	<ul style="list-style-type: none"> • Internal Audit Progress Report • Investment Assets Review • Treasury and Asset Investments – 6 monthly update
February 2022	<ul style="list-style-type: none"> • Internal Audit Progress Report • Internal Audit Strategy • External Audit Annual Plan • Annual Audit Letter • Risk Management • Treasury and Asset Investments Strategy - Update
May 2022	<ul style="list-style-type: none"> • Internal Audit Progress Report • Internal Audit Annual Report • Annual Governance Statement • Constitution Update

Work Programme 2021-22 – Growth and Development Scrutiny Group

	Items / Reports
July 2021	<ul style="list-style-type: none"> • Cycling Networks in the Borough • Trent Footbridge
October 2021	<ul style="list-style-type: none"> • Covid-19 Recovery Update • Community Infrastructure Levy
January 2022	<ul style="list-style-type: none"> • Conservation Areas – Part Two (previously accepted but moved in work programme to accommodate CIL item)
April 2022	<ul style="list-style-type: none"> •

Work Programme 2021-22 – Communities Scrutiny Group

	Items / Reports
July 2021	<ul style="list-style-type: none"> • Safeguarding Adults and Children Strategy • Review of WISE
October 2021	<ul style="list-style-type: none"> • Police performance and resources for Rushcliffe • Community Facilities and Assets
January 2022	<ul style="list-style-type: none"> • Housing Delivery Plan • Tree Conservation
April 2022	<ul style="list-style-type: none"> • Waste Strategy • Carbon Management Plan

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Rushcliffe Borough Council – Scrutiny Matrix

Councillor Request for Scrutiny	
Proposed topic of scrutiny ...	Planning communication and process
I would like to understand ... (key lines of enquiry)	<p>With the use of modern technology and the planning portal this should provide greater liaison with parish councils and public.</p> <p>However, as a consequence of this greater exposure the public and parish councils do not feel they are kept informed of the progress of an application and do not get responses to queries either by e mail or through the web portal. The whole process of communication needs thorough scrutiny.</p> <p>Interpretation of policy is left in the hands, often of one officer. However there needs to be a greater emphasis on consistency.</p> <p>If times for consultations are set for public and parish councils then officers should also have time constraints.</p> <p>Further details and specific examples provided under separate cover.</p>
I think this topic should be scrutinised because ... (please tick)	<input checked="" type="checkbox"/> Poor Performance Identified
	<input type="checkbox"/> Change in Legislation or Local Policy
	<input checked="" type="checkbox"/> Resident Concern or Interest
	<input type="checkbox"/> Cabinet Recommendation
	<input checked="" type="checkbox"/> Links to the Corporate Strategy
	<input type="checkbox"/> Other (please state reason)
Officer Consideration of Councillor Request for Scrutiny	

Officer Feedback (please tick)	<input checked="" type="checkbox"/>	Officer Comment
- Issue already being addressed	<input checked="" type="checkbox"/>	Various aspects of planning have been scrutinised in recent years. With new legislation expected, key changes taking place internally to improve the efficiency of services and alterations in line with the June 2021 Cabinet report, time should be allowed for these changes to take place before scrutinising this function further.
- Issue has already been considered in the last 2 years?	<input checked="" type="checkbox"/>	
- Issue is a legal matter	<input type="checkbox"/>	
- Issue of a complaint investigation	<input type="checkbox"/>	
- Issue is a staffing matter	<input type="checkbox"/>	
- There is an alternative way of dealing with the issue	<input checked="" type="checkbox"/>	Feedback provided to Service Manager – Planning to investigate
Is there sufficient capacity ...		
- Scrutiny Work Programme?	<input type="checkbox"/>	
- Officer Resources?	<input type="checkbox"/>	
Recommendation		Item is held over until 2022/23 work programme is considered.
Lead Officer		
Proposed Timescale for Scrutiny and Scrutiny Group		

Rushcliffe Borough Council – Scrutiny Matrix

Officer Request for Scrutiny		
Proposed topic of scrutiny ...	WISE enviro crime partnership	
I would like to understand ... (key lines of enquiry)	In Summer 2020, the Communities Scrutiny Group scrutinised reviewed enviro crime and recommended the Council seek additional enforcement resources. The Council entered into a trial partnership with a private company called WISE in January 2021 for a period of 12 months. Officers are comfortable with the effectiveness of this partnership and would like to share that success with the Group; at the same time as seeking approval to extend the trial partnership.	
I think this topic should be scrutinised because ... (please tick)	<input type="checkbox"/>	Poor Performance Identified
	<input checked="" type="checkbox"/>	Change in Legislation or Local Policy
	<input type="checkbox"/>	Resident Concern or Interest
	<input type="checkbox"/>	Cabinet Recommendation
	<input checked="" type="checkbox"/>	Links to the Corporate Strategy
	<input type="checkbox"/>	Other (please state reason)
Officer Consideration of Officer Request for Scrutiny		
Officer Feedback (please tick)	<input checked="" type="checkbox"/>	Officer Comment
- Issue already being addressed	<input type="checkbox"/>	
- Issue has already been considered in the last 2 years?	<input type="checkbox"/>	
- Issue is a legal matter	<input type="checkbox"/>	
- Issue of a complaint investigation	<input type="checkbox"/>	
- Issue is a staffing matter	<input type="checkbox"/>	
- There is an alternative way of dealing with the issue	<input type="checkbox"/>	
Is there sufficient capacity ...		

- Scrutiny Work Programme?		
- Officer Resources?		
Recommendation	To review the performance of the enviro crime enforcement project and discuss whether the Council seeks a permanent solution	
Lead Officer	Geoff Carpenter – Service Manager, Public Protection	
Proposed Timescale for Scrutiny and Scrutiny Group	Communities Scrutiny Group July 2021	

Appendix

Rushcliffe Borough Council – Scrutiny Matrix

Officer Request for Scrutiny		
Proposed topic of scrutiny ...	Community Infrastructure Levy	
I would like to understand ... (key lines of enquiry)	<p>The Community Infrastructure Levy (CIL) was adopted in October 2019. Funds are now being collected and it is important to formulate a policy/protocol for how this money will be allocated/spent. The report will address the following issues:</p> <ul style="list-style-type: none"> • What is the Community Infrastructure Levy? – general overview • What is the difference between Section 106 agreements and CIL? • What infrastructure can be funded using CIL contributions? • How will CIL contributions be allocated/committed to infrastructure projects? 	
I think this topic should be scrutinised because ... (please tick)	<input type="checkbox"/>	Poor Performance Identified
	<input checked="" type="checkbox"/>	Change in Legislation or Local Policy
	<input type="checkbox"/>	Resident Concern or Interest
	<input type="checkbox"/>	Cabinet Recommendation
	<input type="checkbox"/>	Links to the Corporate Strategy
	<input type="checkbox"/>	Other (please state reason)
Officer Consideration of Officer Request for Scrutiny		
Officer Feedback (please tick)	<input checked="" type="checkbox"/>	Officer Comment
- Issue already being addressed	<input type="checkbox"/>	
- Issue has already been considered in the last 2 years?	<input checked="" type="checkbox"/>	In part – Growth and Development Scrutiny Group October 2019 [on introduction of CIL legislation to aid

		Councillor's understanding of the scheme]
- 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	To understand more about how the scheme is operating and shape the direction of funding spend	
Lead Officer	Andrew Pegram – Service Manager, Planning	
Proposed Timescale for Scrutiny and Scrutiny Group	Growth and Development Scrutiny Group October 2021	

Rushcliffe Borough Council – Scrutiny Matrix

Councillor Request for Scrutiny	
Proposed topic of scrutiny ...	Community Facilities and Assets
<p>I would like to understand ... (key lines of enquiry)</p>	<p>Following scrutiny of community facilities in West Bridgford in January 2020 and the serious impact of Covid-19 on those facilities, this investigation is seeking to understand:</p> <ul style="list-style-type: none"> • The usage of each facility following the Covid-19 pandemic – what this is restricted to and what recovery looks like • The new policies and risk assessments related to Covid-19 for different activities • Current usage and customer satisfaction data • Comparisons pre and post pandemic • Recovery plans for each facility. <p>We feel that this scrutiny would benefit from public engagement including users, group bookings, party bookings and those that do not use the facilities.</p> <p>We would like this scrutiny to focus on the same facilities outlined in the January 2020 report to Communities Scrutiny Group and for the exercise to include a visioning exercise to look at future uses and improvements to the Council's community facilities.</p>

	<p>This will hopefully inform a number of outcomes including:</p> <ul style="list-style-type: none"> • An easy to access online timetable of activities (linked to further information) at each facility • A better booking process • A communications and marketing plan • A post Covid-19 recovery plan for community facilities. 	
<p>I think this topic should be scrutinised because ... (please tick)</p>	<input checked="" type="checkbox"/>	Poor Performance Identified
	<input type="checkbox"/>	Change in Legislation or Local Policy
	<input checked="" type="checkbox"/>	Resident Concern or Interest
	<input type="checkbox"/>	Cabinet Recommendation
	<input type="checkbox"/>	Links to the Corporate Strategy
	<input type="checkbox"/>	Other (please state reason)
Officer Consideration of Councillor Request for Scrutiny		
Officer Feedback (please tick)	<input checked="" type="checkbox"/>	Officer Comment
- Issue already being addressed	<input type="checkbox"/>	
- Issue has already been considered in the last 2 years?	<input checked="" type="checkbox"/>	In part and is referred to in the above
- Issue is a legal matter	<input type="checkbox"/>	
- Issue of a complaint investigation	<input type="checkbox"/>	
- Issue is a staffing matter	<input type="checkbox"/>	
- There is an alternative way of dealing with the issue	<input type="checkbox"/>	
Is there sufficient capacity ...		
- Scrutiny Work Programme?	<input type="checkbox"/>	
- Officer Resources?	<input type="checkbox"/>	
Recommendation	To make best possible use of the Council's community facilities and provide high quality, easy to access, cost efficient services to residents	
Lead Officer	Darryl Burch	

Appendix

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Corporate Overview Group

Tuesday, 20 July 2021

Finance and Performance Management Quarter 4 (Outturn)

Report of the Director – Finance and Corporate Services

1. Purpose of report

- 1.1. This report outlines the year-end (outturn) position in terms of financial and performance monitoring for 2020/21. This is linked to the closure of accounts process and previous financial update reports and includes the in-year variances along with variances resulting from Covid.
- 1.2. This draft Statement of Accounts has been prepared and was approved by the Director – Finance and Corporate Services by 30 June 2021. The financial element of the report is to be presented to Cabinet on 13 July 2021.
- 1.3. Due to additional work pressures as a result of Covid-19 the approval of the draft accounts is later than the usual date of 31 May. However, this is well within the statutory deadlines which have been extended as a result of the Covid-19 pandemic to publication of the draft financial statements 1 August 2021 with approval of the audited statements by 30 September 2021.
- 1.4. Performance updates have been provided during the year showing the impact of Covid and explaining under-performance for non-Covid indicators. Despite the real impact that the pandemic has had on services, most notably the operation of leisure and community facilities, there have been positive outcomes for other indicators like a reduction in reported crime and lower NoX emissions. Many indicators that have not met their target have only missed by a small margin and shows the efforts that have been made to ensure services continue to be provided with minimum disruption to our residents.

2. Recommendation

It is RECOMMENDED that the Corporate Overview Group notes:

- a) the 2021/22 revenue position and efficiencies identified in **Table 1**, the Covid related variances in **Table 2** and the carry forwards in **Table 6**;
- b) the associated changes to the earmarked reserves as set out at **Appendix B** including the newly created Collection Fund Reserve as stated in paragraph **4.2**,
- c) the re-profiled position on capital and approves the capital carry forwards outlined in **Appendix C**;
- d) the update on the Special Expenses outturn and loan position at paragraph 4.13 and in **Appendix D**;

- e) the comments for performance exceptions and considers whether additional scrutiny is required – **Appendix F.**
- f) the progress to date of Strategic Tasks and endorses the removal of completed tasks and inclusion of four new emerging tasks in the Strategic Task Review – **Appendix G.**

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

- 4.1 The Council is required to categorise its income and expenditure as either revenue or capital. The General Fund account deals with the Council's revenue income and expenditure, where spend is incurred on day to day expenditure or on items used within the year. Capital income and expenditure is included in the capital programme. The Financial Outturn, for both Revenue and Capital, is presented below.

Financial Monitoring – Revenue Outturn

- 4.2 The net revenue position in Table 1 below shows a transfer to reserves of £8.892m (originally planned to be a transfer to reserves of £1.859m (adjusted down to £1.59m to reflect carry forward commitments) a significant net increase of £7.302m. The majority of this transfer is due to a number of high value transactions in the year relating to Covid; £7.4m of Covid grants received; £4.7m of payments of Covid Business grants paid out and £5m of S31 Business Rates (National non Domestic Rates – NNDR) grants (related to additional Covid reliefs). Given the unique situation we are proposing to create a Collection Fund Reserve, the balance to be released in 2021/22 and 2022/23 to offset the deficit arising from the additional reliefs awarded in April 2020. Other variances include a reduction (£0.297m) in the net transfer from the Nottinghamshire NNDR Pool originally budgeted at £0.4m and net deficit on the revenue budget (£0.093m). The impact of Covid on the revenue budget has mostly been mitigated by in-year savings and service efficiencies (some of which are to be carried forward) and both are included in the overall net revenue deficit of £0.093m.

The main variances resulting from Covid are shown in Table 2.

Table 1: Revenue Outturn Position

	Original Budget £'000	Revised Budget £'000	Outturn	Variance
Communities	2,907	3,027	3,164	137
Finance & Corporate Services	3,443	3,493	2,776	-717
Neighbourhoods	6,521	6,538	7,652	1,114

	Original Budget £'000	Revised Budget £'000	Outturn	Variance
Transformation	2	84	-357	-441
Sub Total	12,873	13,142	13,235	93
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	12,011	12,104	93
Covid Grant Expenditure	0	0	4,647	4,647
Grant Income (New Homes Bonus, S31 and Covid)	-2,329	-2,329	-9,702	-7,373
Business Rates (including SBRR)	-3,984	-3,984	-8,952	-4,968
Council Tax	-6,991	-6,991	-6,991	0
Collection Fund Surplus	-444	-444	-147	297
Total Funding	-13,748	-13,748	-21,145	-7,397
Surplus (-)/Deficit on Revenue Budget	-2,006	-1,737	-9,041	-7,304
Transfer from Reserves for Capital Expenditure	147	147	149	2
Net Revenue Transfer (-)to/from Reserves	1,859	1,590	8,892	-7,302

- 4.3 The above table shows a positive outcome in what has been a difficult year. Service efficiencies and government Covid grants have mitigated losses and the improved outturn position enables the Council to continue to achieve its corporate objectives and support any future budget deficit position arising from legacy Covid issues. As reported in paragraph 4.15, £5.9m of the net transfer to reserves will be required to fund the Business Rates deficit in later years. The Council received £0.01m under the Tax Income Guarantee scheme (TIG) in relation to Council Tax deficits and will be transferred to reserves to be released to offset the deficit over the next three years. As agreed at Cabinet 10 November 2020, £0.2m will also be transferred to the Development Corporation Reserve bringing the total commitments to £6.2m. Carry forward requests are included in Table 6 at paragraph 4.11. The remaining surplus will be transferred to the Organisation Stabilisation Reserve to support future financial pressures.
- 4.4 Technical adjustments for the collection fund are made to account for entries that are required to be reported in the accounts but are reversed through reserves with no impact on the general fund. These accounting adjustments relate to Business Rates (£5.852m) and Council Tax (£0.053m).
- 4.5 The COVID 19 pandemic had a negative effect on the economic outlook at the end of March 2020 resulting in a reduction in value of the Council's Treasury Investments of £1.2m reported in the 2019/20 accounts. However as at 31st March 2021 this position had recovered by £1.1m. The previous reduction in value was charged to the revenue account in 2019/20 in accordance with statute and reversed through reserves. The increase in value is treated in the same way and therefore does not affect the bottom-line revenue position. Whilst the recovery of the investment values is positive, as expected for

assets held over a long period, there is still a risk that these values can fluctuate in response to market conditions, particularly with the continued uncertainty brought about by Covid.

Table 2: Main Items Impacting on the Current Revenue Budget

	Pressure/(Saving) (£m) 2020/21
Reductions in income (i)	0.820
Hire of Facilities	0.187
Car Parking	0.361
Council Tax Summons/Overpayments Recovered	0.082
Commercial Activity (eg loss of property income)	0.093
Other Lost Income (Licensing, Hostel, Arts and Events)	0.097
Additional Costs (ii)	1.582
Anti-social behaviour/PPE	0.038
Leisure	1.200
Waste Collection/Street Cleansing	0.193
Other Costs (EH enforcement, Overtime, equipment)	0.151
Total Covid Related Budget Pressure (i + ii)	2.402
Covid related savings (Furlough, NDR grants, events, printing, training, public transport, conferences)	(0.273)
Government funding (Contain and Leisure funding)	(0.522)
Government funding (General)	(2.726)
Total additional funding/savings (iii)	(3.521)
Net Budget surplus (i+ii+iii = A)	(1.119)
In year costs/(savings) - :	
Total in-year net efficiency savings (B)	(1.514)
Net Revenue Efficiencies (A) + (B)	(2.633)
Business Rates surplus	(4.968)
Nottinghamshire Business Rates Pool deficit	0.297
Transfer from Reserves for Capital Expenditure	2

Net in year transfer to reserves	(7.302)
Reserve Commitments (see paragraph 4.3)	6.200
Carry Forwards (see table 6)	0.910
Total Net Projected Budget Variance	(0.192)

- 4.6 As documented at Appendix A the financial position to date reflects a number of positive variances totalling £2.53m. These include staff efficiencies (£0.384m), Interest receipts and bank charges correction (£0.367m), savings relating to Covid restrictions and remote working (£0.273m) and saving on contingency (£0.157m). There are several adverse variances totalling £2.823m. The majority of the adverse variances arise from additional payments to Parkwood – leisure services (£1.2m), lost income from community facility hire (£0.187m), agency costs (£0.198m), and reduced car parking income (£0.361m). These losses have prevailed throughout the year and have been reported on to Cabinet in previous update reports.

Business Rates

- 4.7 The Council ensured that applicable business rates reliefs were applied, including Covid related reliefs, resulting in 926 businesses benefitting from over £11m of additional rates relief.

Table 3: Business rates Relief

	Value of relief awarded	Number of businesses
Covid Related Relief		
Extended Retail Relief	£10,804,300	847
Childcare Relief	£319,368	38
Total	£11,123,668	885
Other Relief		
Supporting Small Businesses	£34,903	27
Flood Relief	£5,265	3
Local Discretionary Scheme	£7,616.00	10
Newspaper Relief	£316	1
Total	£48,100	41
Total Relief	£11,171,768	926

- 4.8 The Council has also administered a number of grants to support the local economy and these were referenced in the Covid update report to Cabinet in February 2021. The table below shows the funding received as at 31 March 2021. Grant underspend is generally a result of the Council receiving more

resources than it needed (given the Government, when estimating resources, would have been unsure of demand).

Table 4: Covid related grants

Grant Name	Grant (£)	Spend (£)	Balance (£)
Retail/Discretionary	(20,417,250)	19,347,460	(1,069,790)
Local Restrictions closed Grants 16 February to 31 March	(2,056,060)	1,432,439	** (623,621)
Local Restrictions Grants (closed) addendum	(1,308,402)	900,624	(407,778)
LRSB Closed	(48,352)	66,733	18,381
Wet led pubs	(44,800)	45,000	200
T3 Closed December	(625,454)	416,859	(208,595)
Closed Lockdown	(3,924,000)	2,782,000	(1,142,000)
LRSB Closed Addendum (January)	(1,962,603)	1,391,451	(571,152)
Local restrictions support grant open	(221,446)	219,000	(2,446)
Additional Restrictions Grant	(3,442,398)	3,443,750	1,352

Grant Name	Grant (£)	Spend (£)	Balance (£)
Open December	(27,557)	11,669	(15,888)
Winter Food Grants	(23,800)	22,700	(1,100)
Contain Outbreak Management	(248,771)	168,124	** (80,647)
Opening High Streets Safely	(55,650)*	55,650	0
Hardship Funding	(515,389)	514,850	(539)
Total	(34,866,282)	30,818,309	(3,399,355)

*£106,200 was the maximum amount awarded based on actual expenditure incurred and revised to £55,650 based on actual spend.

**£704,268 balances that can be carried forward to 2021/22. Other balances are where schemes have closed and cannot be carried forward.

Test and Trace

- 4.9 During 2020/21 the Council helped to help support individuals who were self-isolating and on low incomes and cannot work from home with £500 payments from government funding. The table below shows the funding and expenditure up to 31 March 2021. The scheme and funding have now been extended until 30 June 2021 and now includes parents and carers of children who have to isolate.

Table 5: Test and Trace

	Discretionary	Main	Administration
Funding £	75,500	59,000	24,464
Paid £	20,000	38,500	N/A
Number	41	80	N/A

Reserves

4.10 There are a number of movements in Reserves largely agreed as part of the budget setting process and budget monitoring for 2020/21. The overall net movement on reserves is of £8.892m detailed at **Appendix B**. This comprises £9.041m from surplus revenue outturn and £149k relating to capital reserves movements. The key points to note are:

- There are a number of ‘transfers out’ or use of reserves totalling £2.369m including: £1.077m from the New Homes Bonus reserve, £1m of which is to offset the Minimum Revenue Provision (MRP) arising from internal borrowing to fund the Arena and Cotgrave Masterplan;
- £0.319m is transferred out from the Organisation Stabilisation Reserve. £82k meets the Positive Futures grants; £51k released to meet revenue 2019-20 carry forward commitments and the balance to meet the revenue budget deficit.
- There are a number of ‘transfers in’ totalling £11.261m that increase reserves. Significant items comprise: £2.311m New Homes Bonus receipts; £2.227 net efficiencies and Covid related grants; Collection fund surplus £5.99m relating to reimbursement of additional reliefs given to businesses in April 2020.
- The New Homes Bonus (NHB) Reserve balance of £8.420m is largely earmarked to fund internal borrowing in relation to capital projects such as the Arena and Cotgrave Masterplan;
- The Collection Fund Reserve balance of £5.99m is earmarked to offset the NDR deficit in 2021/22 of £4m and in 2022/23 of £2m.
- Overall, whilst the level of Earmarked Reserves is a healthy £22.365m, there are risks going forward in terms of the continuing financial pressures from COVID 19, uncertainty regarding Fairer Funding and Business Rates systems and further reductions and commitments from reserves to capital projects. This includes the repayment of internal borrowing for the Arena and Cotgrave Masterplan, which was reliant on NHB receipts and these are predicted to cease at the end of 2022/23.
- The General Fund balance of £2.604m accords with the Council’s approved Medium-Term Financial Strategy.

Revenue carry forward requests

- 4.11 The Council is committed to growing the Borough, ensuring it maximises available opportunities, particularly linked to the impact of both growth and the economic recovery of the borough, following the pandemic. Below are the requests for the use of reserves in 2021/22 (from 2020/21 efficiencies), for both supporting the recovery process and delivery of the Council's priorities totalling £0.910m detailed in table 6 below.

Table 6: Revenue Budget Carry Forward Requests

Edwalton Golf Course feasibility and Masterplan	300,000
Development Corporation	100,000
External Audit increased costs	10,000
Trunk Road cleansing	30,000
Car Parking – Free After 3	30,000
Legal external support	20,000
East Leake LC contract	20,000
Test and Trace unspent provision	55,000
Economic Development Growth Board	44,000
Financial Services Support	30,000
Covid Memorial	24,000
Planning Enforcement Review Funding	20,000
Refuse Collection (net allocation)	75,000
Levelling Up Funding Bid	10,000
Shop Front Grants	6,000
General Contingency (mainly 1.5% potential pay award)	136,000
Total	910,000

Capital

- 4.12 The year-end Capital Programme provision totalled £16.130m (see Table 7 and Appendix C). Actual expenditure in relation to this provision totalled £9.306m (71% of the budget) giving rise to a variance of £6.824m, £6.682m of which is recommended to be carried forward. This position is as expected and as reported throughout the year. Significant commitments have been made with regard to Bingham Hub, Crematorium and Gresham Pitches and 3G lighting (as some of the more significant projects in the programme) among other capital projects. The wider issues surrounding the Covid pandemic has impacted upon the delivery of some of the schemes and as a result there has been some slippage. The projects have now commenced with the majority of the work expected to be completed in 2021/22. The Capital Programme will be further updated with the revised budget position at September Full Council.

The main variations are as follows:

- Gresham Pitches and 3G lighting £1.258m – to meet contract commitments early 2021/22
- Bingham Leisure Hub and Offices £2.240m – to meet planned expenditure in line with projected cash flow
- Cotgrave Regeneration Scheme Phase II £0.477m – enhancements to the second phase of shops continues into 2021/22;
- The Crematorium £0.512m – to meet committed design costs
- Support for Registered Housing Providers £0.612m as officers continue to explore options for the delivery of affordable housing.

Appendix C highlights the main variances and summarises the carry forward amounts (£6.682m); efficiency savings (£0.292m); overspends (£1k); and acceleration (£0.149m).

Table 7 Capital Summary

CAPITAL PROGRAMME MONITORING - MARCH 2021			
EXPENDITURE SUMMARY	Current Budget	Actual	Variance
	£000	£000	£000
Transformation	6,471	3,241	(3,230)
Neighbourhoods	2,333	897	(1,436)
Communities	2,087	229	(1,858)
Finance & Corporate Services	5,089	4,939	(150)
Contingency	150	0	(150)
	16,130	9,306	(6,824)
FINANCING ANALYSIS			
Capital Receipts	(7,829)	(7,600)	229
Government Grants	(1,702)	(1,519)	183
Use of Reserves	(452)	(149)	303
Grants/Contributions	(573)	(38)	535
Section 106 Monies	(1,271)	-	1,271
Borrowing	(4,303)	-	4,303
	(16,130)	(9,306)	6,824
NET EXPENDITURE	-	-	-

4.13 Appendix D shows the Outturn position on the Special Expenses budget. Budgets within the Special Expenses area have been impacted by Covid,

particularly on the loss of income from hire of venues and bar sales. These losses are included in the net budget deficit of £0.093m. The Special Expenses outturn budget deficit for West Bridgford is £0.060m. This deficit is net of a proportion of Covid Government funding received by the Council as reimbursement for lost sales, fees and charges income. As agreed by the West Bridgford Community Infrastructure Levy (CIL) and Special Expenses Group on 25 September 2020, the overall cumulative net deficit at 31st March 2021 will be repaid by way of a loan and included in the budget setting for 2022/23. The total net deficit as at 31 March 2021 is £0.087m comprising of an opening deficit of £0.027m and the in-year deficit of £0.060m. The budgets are set using estimates and the timing of expenditure can result in variances against the budget and has resulted in the £0.027m deficit.

Covid-19 Update

- 4.14.1 The Council has remained in close dialogue with its leisure providers throughout the pandemic and the support package and financial implications reported to Cabinet throughout the year. At 31 March the total cost to the Council was £1.2m. The Council, in conjunction with Parkwood, submitted and was successful in an application to the National Leisure Recovery Fund for support of £0.226m toward the financial losses incurred. The net losses to the Council stand at £0.974m. Projections indicate that the Parkwood leisure budget should recover for 2021/22.
- 4.14.2 RBC currently pay East Leake Schools Ltd (ELSL), an annual management fee of £187k in respect of Leisure Management services, inclusive of all utility and operating costs for East Leake Leisure Centre. There has been a dispute over historic utility costs and as a consequence a historic claim of £78k has been agreed and the annual budget going forward will need to be increased by £20k. For which the 2021/22 expected uplift is included as a carry forward request in table 6.
- 4.15.1 The 2020/21 NDR position estimated in January 2021 (and on which the 2021/22 budget was set) was a deficit of £4m resulting from additional Covid-related reliefs issued in April 2020. The outturn position at 31 March now stands at £5.9m deficit due to increased risk surrounding appeals and consequently an increase in provisions. Due to statutory accounting arrangements the deficit will not affect the general fund until 2021/22 (£4m estimated in January 2021) and in 2022/23 (difference between the outturn position of £5.9m and the estimated £4m). During 2020/21, the Council were reimbursed the equivalent of the additional reliefs by way of S31 grants which is included in the NDR surplus of £5m in Table 1. As explained in paragraph 4.2 this will be appropriated to the Collection Fund Reserve to smooth the above effects of the deficit in later years.
- 4.15.2 The in-year Council Tax deficit at 31 March 2021 was £0.144m (estimated at £0.147m in January) and as per statutory accounting arrangements this will be spread over 3 years (2021/22 to 2023/24). The Council is eligible for Council Tax Income compensation of £0.138m to offset this. However, this will

be accounted for in 2020/21 and will therefore be appropriated to the collection fund reserve to be released to offset the deficit over the three years.

- 4.16 The Council has received payment to date of £0.447m from the income reimbursement scheme announced by government in July with a further £0.233 expected for the period December to March bringing the total to £0.68m (subject to final reconciliation adjustments). The scheme reimburses local authorities for 75% lost income from sales fees and charges after the Council has absorbed 5% of the losses. A proportion of the total reimbursement has been allocated to the Special Expense fund to support the lost income from closure of facilities in the West Bridgford area (see paragraph 4.13).

Financial Outturn Conclusion

- 4.17 The financial impact of Covid has been significant and is likely to continue into 2021/22 and beyond. Many other uncertainties prevail which also continue to present significant financial challenges. The Comprehensive Spending Review and both the business rates revaluation and the Fairer Funding reviews which were due to take place in 2020/21 and are now postponed. They were expected in 2021 but this looks increasingly unlikely. Uncertainty over resource allocations will make financial planning even more challenging.
- 4.18 A healthy position on reserves is necessary to insulate the Council against significant financial risks, enabling it to withstand short-term financial shocks. The Covid 19 pandemic has demonstrated how vital a healthy reserves position is to the Council's financial resilience and positively, our position remains stable which enables the Council to deliver its ambitions to improve services, and invest and grow the Borough and support its environmental objectives. A number of commitments, both revenue and capital, are identified in the report to be resourced from the improved reserve position, particularly linked to the Council's growth agenda.
- 4.19 The year-end Financial Statements are subject to audit by Mazars and will be considered by the Governance Scrutiny Group in September 2021.

Performance Monitoring – Strategic Scorecard

- 4.20 Throughout the year, some of the COVID-19 impacted services have not been able to operate at full capacity due to the requirements to operate a COVID secure service. Measures to combat the spread of Coronavirus had an effect on performance. This effect was negative in some cases but also positive in others, whilst there were performance measures that were below 2019-20 levels others improved. These variances were a result of the impact of the measures in place to combat the pandemic and are not expected to form a long-term trend.
- 4.21 The Strategic Scorecard outturn summary table below shows that there were no exceptions to report for strategic tasks and only six performance indicators falling below target, all of these were Covid-affected measures that will start to

recover once the full effect of lifting the national lockdown is realised. The Covid indicators should be treated in a national context. For example, we now know that for Council Tax we have the 3rd best collection rate in the country and the best collection rates in both the East Midlands and Nottinghamshire. For Business Rates we have the 6th best rate in the country, the 3rd best in the East Midlands and best in Nottinghamshire.

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	0	1	1	1	1
Performance Exception (COVID) LIFCS15 Value of savings achieved by the Transformation Strategy against the programme at the start of the financial year Explanations are provided in the appendix.				Performance Exception (COVID) LINS23 Residual waste collected per household, in kilos Explanations are provided in the appendix.				






QUALITY OF LIFE				SUSTAINABLE GROWTH				
Strategic Tasks				Strategic Tasks				
1	4	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	6	1	1	2	6
Performance Exceptions (COVID) LICO64 Number of pavilion, community hall and playing field users LICO66 Percentage usage of community				Performance Exceptions (COVID) LITR36 Percentage of new homes at the Land North of Bingham completed Explanations are provided in the				

QUALITY OF LIFE	SUSTAINABLE GROWTH
facilities LINS51 Number of leisure centre users – public Explanations are provided in the appendix.	appendix.

Further details and a key of symbols are shown in **Appendices E and F**.

Performance Monitoring – Operational Scorecard

4.22 The Council’s operational business is also monitored, and 38 measures make up the Operational Scorecard.

Operational Scorecard – Performance Indicators				
 23	 2	 5	 5	 3
<p>There are five performance exceptions to report, two are COVID performance indicators and three are non-COVID.</p> <p>Performance Exceptions (COVID) LINS06 Cumulative number of fly tipping cases (against cumulative monthly comparison for last year) LINS25 Number of households living in temporary accommodation</p> <p>Performance Exceptions (non-COVID) LICO41 Percentage of householder planning applications processed within target times LIFCS56 Percentage of visitors satisfied by their website visit LINS19a Number of household waste collection (residual, dry and garden) missed twice or more in a 3-month period</p> <p>These indicators have been identified as exceptions. Explanations are provided in Appendix F.</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 The transfer of the net surplus to reserves will support the budget deficit created by additional business rates relief issued in 2020/21. Carry forward of budget efficiencies will assist the Council to meet its priorities to support and grow the borough. A healthy reserves position is essential to provide resilience against continued pressures and uncertainty from COVID 19 and other risks.
- 5.3 Business rates is subject to specific risks given the volatile nature of the tax base 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 reserves to support projects where there is 'upside risk' or there is a change in strategic direction. The Council continues to ensure it is financially resilient at this most difficult of times.

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 2021/22 revenue position and efficiencies identified in **Table 1**, the Covid related variances in **Table 2** and the carry forwards in **Table 6**;
- b) the associated changes to the earmarked reserves as set out at **Appendix B** including the newly created Collection Fund Reserve as stated in paragraph **4.2**,
- c) the re-profiled position on capital and approves the capital carry forwards outlined in **Appendix C**;
- d) the update on the Special Expenses outturn and loan position at paragraph 4.13 and in **Appendix D**;
- e) the comments for performance exceptions and considers whether additional scrutiny is required – **Appendix F**.
- f) the progress to date of Strategic Tasks and endorses the removal of completed tasks and inclusion of four new emerging tasks in the Strategic Task Review – **Appendix G**.

For more information contact:	Peter Linfield Director - Finance and Corporate Services Tel: 0115 9148439 Email: plinfield@rushcliffe.gov.uk
Background papers available for Inspection:	
List of appendices:	Appendix A – Revenue Variance Explanations 2021/22 Appendix B – Movement in Reserves 2021/22 Appendix C – Capital Programme Summary 2021/22 Appendix D – Special Expenses Monitoring 2021/22 Appendix E – Corporate Scorecard Tasks Appendix F – Performance Indicators Appendix G – Corporate Strategy 2019-23 Strategic Task Review

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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, events and additional responsive works costs	199
Planning & Growth	Planning Appeals	53
	Agency costs	129
Finance & Corporate Services		
Democratic Services	Additional equipment for remote/virtual meetings	48
Revenues & Benefits	Loss of Council Tax costs recovered, HB Overpayments and cost of professional services	114
Neighbourhoods		
Environmental Health	Loss of licensing income and additional staffing costs	93
Leisure Contracts & Car Parks	Increased payments to Parkwood	1,200
	Increased contract costs at East Leake	124
	Loss of car parking income	361
Strategic Housing	Emergency Accommodation (everybody in scheme) and social distancing measures meaning reduced Housing Benefit income at Hound Lodge	80
Waste & Fleet Management	Additional agency costs and staffing costs linked to social distancing	99

Adverse Variances in excess of £15,000	Reason	Projected Outturn Variance £'000
	Increase tanker waste disposal costs together with reduced usage of service	63
No data	Increased fleet maintenance and Streetwise costs	114
No data	No data	No data
Transformation	No data	No data
Property Services	Rent holidays and loss of rental income on planned acquisition and existing variances	127
No data	Tree survey costs	19
Total Adverse Variances		2,823

Favourable Variances in excess of £15,000	Reason	Projected Outturn Variance £'000
Communities		
Community Development	Employee efficiencies	-44
	Furlough and NDR grants	-100
	Reduction in Partnership SLA costs and Arts & Events Activities	-74
Planning & Growth		
	Income receipts in excess of budget	-127
Building Control		
	Contract savings	-18
Finance & Corporate Services		
Revenues & Benefits	Employee costs	-63
No data	Housing Benefits	-64
Financial Services		
	Investment Income, saving on interest payments and refund of incorrect bank charges	-367
	General contingency	-157
Performance, Reputation & Constitutional Services		
	External Printing savings	-34
ICT		
	Savings on maintenance contracts and Partnership Arrangement	-48
Neighbourhoods		
Leisure Contracts & Car Parks	Leisure and NDR grants	
Strategic Housing	Salaries and equipment efficiencies	No data

Favourable Variances in excess of £15,000	Reason	Projected Outturn Variance £'000
Waste & Fleet Management	Additional garden waste income and recycling income and reduction in the price of diesel	-187
Environmental Health	Covid Grant income relating to COMF, Test and Trace and Enforcement	-296
Transformation		
BSU	Salary efficiencies	-51
Customer Services	Salary efficiencies	-21
Economic Regeneration	Salary and projects efficiencies	-183
Human Resources	Legal and Professional and training costs efficiencies	-47
Legal	Staff efficiencies and income from partnership working	-55
Property Services	Increased income on Land Holdings and The Point and new unit at Edwalton rent	-166
	Salary, maintenance contracts and Business Rates efficiencies	-89
Total Favourable Variances		-2,530
Sum of Minor Variances		-200
Total Variance		93

Movement in Reserves 2020/21

	Balance at 31.03.20 £'000	Transfers In £'000	Transfers Out £'000	Balance at 31.03.21 £'000	Transfers In Notes	Transfers Out Notes
Investment Reserves						
Regeneration and Community Projects	1,794	147	(54)	1,887	£76.8k Special Expenses Annuity Charges; £50k in year transfer for WB Play Areas Capital; £20k to Sinking Fund Hook Skatepark	WB Play Areas capital expenditure 20/21
Council Assets and Service Delivery	274		(274)	0		Agreed transfer to Organisation Stabilisation Cabinet 14.07.20
Investment Properties	166	136	(90)	212	From Investment Properties income	To meet capital expenditure in 20/21
New Homes Bonus	7,186	2,311	(1,077)	8,420	Receipt in year	£1m to offset the impact of MRP; £55k Growth Board; and £22k Shop Front Grants
Invest to Save	150		(150)	0		Agreed transfer to Organisation Stabilisation Cabinet 14.07.20
Corporate Reserves						

	Balance at 31.03.20 £'000	Transfers In £'000	Transfers Out £'000	Balance at 31.03.21 £'000	Transfers In Notes	Transfers Out Notes
Organisation Stabilisation	1,878	2,227	(319)	3,786	£524k agreed transfer from 3 reserves - Cabinet 14.07.20; £2.588m from in-year efficiencies	£297k shortfall NDR surplus (less £200k transferred to Dev Corp); £82k Positive Futures; £51k to meet agreed c/fwds from 19/20; £89k I & E deficit
Climate Change	1,000		(200)	800		Cabinet 10.11.20 agreed transfer to Development Corporation
Collection Fund S31 Reserve	0	5,990		5,990	S31 Grant reimbursements for additional business rates relief in 21/22 and future	
Development Corporation	100	400	(100)	400	£200k transfer from Climate Change and £200k from in year efficiencies Cabinet 10.11.20	To create the in-year provision. Unused and will be carried forward
Risk and Insurance	100			100		
Planning Appeals	349			349		
Elections	51	50		101	Agreed in year top-up of reserve	
Operating Reserves	0			0		
Planning	209			209		
Leisure Centre Maintenance	116		(5)	111		To meet capital expenditure in 20/21

OFFICIAL

	Balance at 31.03.20 £'000	Transfers In £'000	Transfers Out £'000	Balance at 31.03.21 £'000	Transfers In Notes	Transfers Out Notes
Planned Maintenance	100		(100)	0		Agreed transfer to Organisation Stabilisation Cabinet 14.07.20
Total	13,473	11,261	(2,369)	22,365		
General Fund Balance	2,604			2,604		

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Capital Programme Monitoring – March 2021

	Original Budget	Current Budget	Actual YTD	Variance	Carry fwd (C)/ Saving (S)/ Overspend (O)/ Acceln (A)	Explanation
	£'000	£'000	£'000	£'000	£'000	
Transformation						
Manvers Business Park Surface/Drain		42	39	(3)	C	Original works, plus additional 50m length of collapsed slot drain replaced as part of this project now complete. We have identified a further section of slot drain on site which is in poor condition and we intend to replace this too [awaiting confirmation of additional cost], propose that balance is met from a carry forward of the underspend at Colliers BP drainage scheme.
Colliers Business Park Surface/Drain		46	25	(21)	C	Works to make foul sewer connection packaged together and £17k provision merged from Colliers Scheme below, now complete. Proposed to carry forward underspend to support identified works at Manvers BP outlined above and for newly identified enhancements at Colliers.

	Original Budget	Current Budget	Actual YTD	Variance	Carry fwd (C)/ Saving (S)/ Overspend (O)/ Acceln (A)	Explanation
	£'000	£'000	£'000	£'000	£'000	
Cotgrave Phase 2		1,819	1,342	(477)	C	Works to be completed mid-April. Carry forward to meet these and any emerging post completion costs.
Bingham Leisure Hub	10,000	3,408	1,168	(2,240)	C	Design costs complete, contractor started on site in Feb 21. All grants now approved: £750k LEP funding for offices and £174k LEP funding for Community Hall received. SUD funding £1.6m for offices to be claimed in 21-22. Detailed cost plans keep projected overall expenditure within the £20m budget. £11m previously rephased to 21/22. Balance to be carried forward to meet commitments.
Manvers Business Park Roof Refurbishment						£200k provision rephased to 21/22.
Manvers Business Park Roller Shutters						£100k provision rephased to 21/22.
Bridgford Park Public Toilets		25	21	(4)	S	Works complete.
Water Course Improvements	60		149	149	A	£60k provision rephased to 21/22. However, urgent restoration works required to be funded by £150k acceleration from £210k provision in 21/22 Capital Programme. Specialist

	Original Budget	Current Budget	Actual YTD	Variance	Carry fwd (C)/ Saving (S)/ Overspend (O)/ Acceln (A)	Explanation
	£'000	£'000	£'000	£'000	£'000	
						contractor completed works on site early March.
The Point CP Security Gate	20	No data	No data	No data	No data	£20k provision previously rephased to 21/22. £10k will be used to resolve water ingress issues at The Point. £10k retained for gate replacement in 21/22.
The Point		15	15			Substantial waterproofing works to Car Park completed Summer 2020. Some follow up issues identified to resolve water ingress. £10k to be used from provision for security gate in 21/22.
Colliers Way Industrial Units	No data	No data	No data	No data	No data	Brought forward provision of £17k merged with Colliers BP Surface Drain above.
Abbey Road Redevelopment		340	297	(43)	S	Contracts have been exchanged, final completion is subject to conditions. There may be some residual costs associated with the release of this land, but these will be offset against the capital receipt from disposal.
Bingham Market Place Improvements	75	89	21	(68)	C	Tree replacement and incidental paving work complete (£22k in 19/20 and £10k in 20/21). Consultant appointed to carry out survey of Buttercross structure and prepare schedule of works ready for tender; listed building consent

	Original Budget	Current Budget	Actual YTD	Variance	Carry fwd (C)/ Saving (S)/ Overspend (O)/ Acceln (A)	Explanation
	£'000	£'000	£'000	£'000	£'000	
						application/approval likely to be required. Works will run into Spring/Summer 2021, carry forward required.
Bridgford Hall Enhancements		20	9	(11)	C	External decorations complete. Carry forward to meet roofing enhancements.
The Crematorium	4,800	667	155	(512)	C	Land acquired 19/20. Cabinet report 14.07.20 for approval to progress to design stage. Build likely 21/22. Project Management/design costs incurred. £4.5m previously rephased to 21/22. Revised total provision is now £8.5m.
	14,955	6,471	3,241	(3,230)		
Neighbourhoods						
Vehicle Replacement	612	282	182	(100)	S	32t Refuse Freighter bought; £330k rephased to 21/22; £100k balance is uncommitted.
Support for Registered Housing Providers	216	612		(612)	C	£160k contribution committed for second phase garage sites to deliver 10 units of affordable housing. Start on site and practical completion in 21/22. £53k committed for: 2 units of Next Steps accommodation for Rough Sleepers (£44k) and remodelling of Elizabeth House (9k). £40k - £50k commitment to provide a 3 bedroom adapted bungalow

	Original Budget	Current Budget	Actual YTD	Variance	Carry fwd (C)/ Saving (S)/ Overspend (O)/ Acceln (A)	Explanation
	£'000	£'000	£'000	£'000	£'000	
						to meet a local housing needs. Commitments now to be released in 21/22. £1m provision already rephased to future years.
Assistive Technology	12	17	17			Provision for Home alarm units for the vulnerable, budget fully committed.
Discretionary Top Ups	57	57	13	(44)	C	Grant activity slowed due to COVID19 impact. Carry forward to support catch up.
Disabled Facilities Grants	490	627	512	(115)	C	Grant activity slowed due to COVID19 impact. £90k additional MHCLG funding awarded. Carry forward to support catch up.
Hound Lodge Access Control System		25		(25)	C	Project paused temporarily; as asset being reviewed from an operational and carbon management perspective - report to be presented to EMT later this year.
Hound Lodge Annexe Patio Doors	35	35	8	(27)	S	Works complete.
Bowls Hall Replacement Furniture	15					£15k provision rephased to 21/22.
Arena Enhancements	No data	115	35	(80)	C	Residual provision to deal with emerging enhancement, health and safety works. Issues addressed 20-21: dampness to the squash court floor and various

	Original Budget	Current Budget	Actual YTD	Variance	Carry fwd (C)/ Saving (S)/ Overspend (O)/ Acceln (A)	Explanation
	£'000	£'000	£'000	£'000	£'000	
						internal walls around changing areas; various individual pieces of remedial work instructed to address the problems. Carry forward unspent balance.
Car Park Resurfacing		215		(215)	C	Design to commence shortly; procurement will follow. Works will be carried out in 21-22.
Car Park Improvements - Lighting WB		48	28	(20)	S	Works complete.
Car Park Improvements - Lighting Other		102	31	(71)	S	Works complete.
CLC Changing Village Enhancements		12	3	(9)	C	Provision for Fire Doors, installation and payment complete.
CLC Pool Lining		25	24	(1)	C	Allocation from Capital Contingency to undertake work during COVID19 closure. Works complete. Carry forward balance to support CLC Changing Village Enhancements.
BLC Improvements		109	5	(104)	C	Residual provision to deal with emerging health and safety enhancement works prior to construction of new leisure centre. Gable end of sports hall roof [facing hockey pitch] required urgent replacement; works complete.

	Original Budget	Current Budget	Actual YTD	Variance	Carry fwd (C)/ Saving (S)/ Overspend (O)/ Acceln (A)	Explanation
	£'000	£'000	£'000	£'000	£'000	
KLC Refurb Pitched/Flat Roof Areas	220					£220k provision rephased to 21/22.
RBC EV Network		52	39	(13)	C	Installation of electric charge points for vehicles in Keyworth and ROT fully funded by a grant from the Department for Transport. Works 75% complete. Balance will be released in 21/22.
	1,657	2,333	897	(1,436)		
Communities						
Gresham Pitches and 3G Lighting	1,000	1,295	37	(1,258)	C	Contractor appointed and advanced survey/design costs incurred. Scheme funded by £458k grant from Football Foundation; £786k from Section 106 Developer Contribution; £5k Partner Contributions; and £35k Capital Receipts for lighting. Costs currently within budget but may be arising cost pressures. Works to start April 21. Carry forward required.
Gamston Community Centre Toilets	45					£45k provision rephased to 21/22. Site currently being used as NHS vaccination centre.
Gamston Community Centre Toilets	45					£45k provision rephased to 21/22. Site currently being used as NHS vaccination centre.

	Original Budget	Current Budget	Actual YTD	Variance	Carry fwd (C)/ Saving (S)/ Overspend (O)/ Acceln (A)	Explanation
	£'000	£'000	£'000	£'000	£'000	
Lutterell Hall Kitchens and Toilets	50	50	No data	(50)	C	Negotiations ongoing with new lease holder to agree RBC enhancement work to be carried out. Carry forward required to meet identified commitments.
Gresham Upgrade 3G Pitch Lighting	35					To ensure uniformity of lighting and ease of maintenance, Property decided that lighting to existing pitch will be replaced in tandem with installation of lighting to new pitch - scheme budget merged with that for new pitch above.
RCP Front Footpath Improvements	15					£15k provision rephased to 21/22
RCP Visitor Centre	250	10		(10)	C	Main provision for the Visitor Centre rephased to 21-22 previously. Carry forward this £10k for toilet improvements.
VE 75th Commemoration	20	20		(20)	C	Celebrations on hold due to COVID.
RCP Toilets and Educational Building						Provisions rephased to 21-22 and merged with RCP Visitor Centre.
Capital Grant Funding		59	10	(49)	C	2 grants approved £20k of which £10k released by 31.03.21: 2 applications pending up to £30k, £9k unallocated so identified as a saving. This amount requested to be carried forward and allocated to RCP Visitor Centre.

OFFICIAL

	Original Budget	Current Budget	Actual YTD	Variance	Carry fwd (C)/ Saving (S)/ Overspend (O)/ Acceln (A)	Explanation
	£'000	£'000	£'000	£'000	£'000	
RCP Vehicle Access Controls						£15k provision previously rephased to 21/22
Bridgford Park Trim Trail		10	9	(1)	C	Works complete, minor saving to be carried forward to meet new Play Area commitments.
Play Areas - Special Expense	50	59		(59)	C	£81k allocated to Boundary Road Cycle Track. £10k allocated to Bridgford Park Trim Trail replacement. Order to be placed imminently. The balance of this provision needs to be carry-forward for enhancements to Alford Road.
Boundary Rd Cycle Track Special Expense		81	3	(78)	C	£81k allocated from the provision for Play Areas. Contract appointed, works to commence Apr 21 carry forward required. Minor saving may be realised.
RCP Skatepark	220	218	74	(144)	C	Works to commence Q4 and contractor payment to be met. Carry forward required.
West Park Fencing and Drainage		32	33	1	O	Works complete.
West Park Car Park Lighting		18	11	(7)	S	Scheme complete.
West Park Public Toilet Upgrade		20		(20)	C	Tender paused whilst Streetwise occupation/requirements reviewed.
West Park Julien Cahn Pavilion						£40k Provision previously rephased to 21/22. Scheme scope being reviewed.

	Original Budget	Current Budget	Actual YTD	Variance	Carry fwd (C)/ Saving (S)/ Overspend (O)/ Acceln (A)	Explanation
	£'000	£'000	£'000	£'000	£'000	
Skateboard Parks		190	38	(152)	C	Actual to part fund expenditure on RCP Skatepark (£110k committed to RCP Skatepark in total). Potential new allocation of £40k being assessed. Balance of £40k unallocated and identified as a saving. Request for this sum to be carried forward for RCP Visitor Centre.
Warm Homes on Prescription	54	25	14	(11)	C	Grant due to COVID19 impact. Expenditure is met from Better Care Funding. Sufficient provision made in 21-22 programme. Carry forward balance to support DFGs.
	1,739	2,087	229	(1,858)		
Finance & Corporate Services						
Information Systems Strategy	335	385	255	(130)	C	Acquisitions under the strategy continue to support business development. £50k provision previously rephased to 21/22 for Edge Switches. Further slippage required as funds fully committed to meet expenditure in 21/22.
Streetwise Loan 20/21	150	150	150			Loan advance made 30.10.20 for acquisition of vehicles/plant and upgrade works to Unit 10 Moorbridge.

	Original Budget	Current Budget	Actual YTD	Variance	Carry fwd (C)/ Saving (S)/ Overspend (O)/ Acceln (A)	Explanation
	£'000	£'000	£'000	£'000	£'000	
Asset Investment Strategy		4,554	4,534	(20)	S	Two acquisition of Business Units in West Bridgford completed. Small saving as associated professional fees less than estimated.
	485	5,089	4,939	(150)		
Contingency						
Contingency	100	150		(150)	C	Original Estimate £100k plus brought forward £95k less £25k to undertake work to CLC Pool Lining during COVID-19 closure; £20k Bridgford Hall Enhancements. Carry forward balance to support the ambitious 21-22 Capital Programme.
	100	150		(150)		
Total	18,936	16,130	9,306	(6,824)		

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Special Expense Areas – Outturn

Budget Monitoring for Special Expense Areas				
	2020/21 Original	Outturn	Variance	Reasons for variance
	£	£	£	
West Bridgford				
Parks & Playing Fields	404,400	509,999	105,599	Loss of income from sports hire and additional security on Bridgford Park
West Bridgford Town Centre	95,900	87,169	-8,731	
Community Halls	28,700	80,856	52,156	Loss of income offset by business rates grants
Contingency	14,700	0	-14,700	
Annuity Charges	76,800	76,800	0	
Sinking Fund (The Hook)	20,000	20,000	0	
Government Income Loss reimbursement	0	-73,764	-73,764	Share of Sales Fees and Charges reimbursement
Net revenue change	640,500	701,060	60,560	Deficit of £60k (plus opening balance of £27k) to be met from loan
RCCO	50,000	50,000	50,000	£8,960 Bridgford Park Trim Trail; £3,350 Boundary Rd Cycle Track; £41,625 enhancement work to West Park
Total West Bridgford	690,500	745,995	64,495	






Budget Monitoring for Special Expense Areas				
	2020/21 Original	Outturn	Variance	Reasons for variance
	£	£	£	
Keyworth				
Cemetery	8,800	6,230	-2,570	Lower repairs and support service recharge
Annuity Charge	1,300	1,300	0	
Total	10,100	7,530	-2,570	
Ruddington				
Cemetery & Annuity Charges	11,300	9,600	-1,700	Lower repairs and support service recharge
Total	11,300	9,600	-1,700	
Total Special Expenses	711,900	772,125	60,225	





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 principles 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 space	2022	
	ST1923_02	Support the continued development of existing local growth boards for Cotgrave, Radcliffe on Trent, Bingham, East Leake and West Bridgford	2023	
	ST1923_04	Review and implement the Council's Leisure Strategy in relation to Leisure and Community Facilities	2021	
	ST1923_05	Facilitate the development of a Crematorium in the Borough by summer 2022	2022	
	ST1923_06	Working with Rushcliffe Roots and Rushcliffe CCG, deliver a targeted events and health development programme across the Borough	2023	Completed March 2021. This has been incorporated into operational business.

Status	Ref.	What are we doing	Due date	Completed
Sustainable Growth				
	ST1923_11	Support the delivery of 13,150 new homes and securing a 5-year land supply in Rushcliffe Local Plan Part 2 adopted Local Plan Part 1 - Core Strategy reviewed in partnership with Greater Nottingham Housing Market Area	2028	
	ST1923_12	Support the delivery of employment land on all 6 strategic sites in Rushcliffe and sites allocated through the Local Plan	2028	
	ST1923_13	Support the delivery of improved transport infrastructure eg 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	

News Strategic Tasks










Four new Strategic Tasks have been identified and these will be added to the Corporate Scorecard and monitored by Corporate Overview Group.




Status	Ref.	What are we doing	Due date	Completed
Environment				
	ST1923_19	Implementation of proposals from the Resources and Waste Strategy for England	2025	
Sustainable Growth				
	ST1923_20	Coordinate Rushcliffe's involvement in the Development Corporation and Freeport to support the redevelopment of the Ratcliffe on Soar sites	2024	
	ST1923_21	Support the recovery of local businesses and communities from the impacts of COVID	2022	

Status	Ref.	What are we doing	Due date	Completed
	ST1923_22	Implementation of proposals from new planning legislation.	2023	

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	Q4 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	£0.122	£0.192		£0.192m	£0.326m	
The target has been missed by £70k due to a commercial property acquisition that was not completed in 2020/21 and a lower overpayment of rent allowances that was subsequently recovered. Other budget efficiencies identified have more than compensated resulting in a positive budget position.								
	LIFCS16	Percentage of residents believing the council provides value for money	Not due this year					
	LIFCS40	Combined number of Social Media followers	21,272	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	3.64%	-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	Q4 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	48.54%	50%		50%	50.62%	

	LINS23	Residual waste collected per household, in kilos	522.7kg	460kg		460kg	466.25
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The stay at home message has seen tonnages rise significantly which has an adverse effect on recycling rates. Grey bin residual waste weighs more than blue bin recycling waste which affects the calculation of the overall recycling rate which has dropped below 50% for the first time in a few years.(48.54%)

Quality of Life



Status	Ref.	Description	Q4 2020/21			2020/21	2019/20
			Value	Target	Long Trend	Target	Value
	LICO64	Number of pavilion, community hall and playing field users	47,233	152,830		152,830	152,830
	LICO66	Percentage usage of community facilities	24.35%	50%		50%	47.2%

Comment for LICO 64 & 66

Community facilities were closed for much of the year due to the Covid pandemic or had usage limited to essential education purposes.



	LINS32	Average waiting time of applicants rehoused by Choice Based Lettings	34 weeks	50 weeks		50 weeks	29 weeks
	LINS50	Percentage of users satisfied with sports and leisure centres	No data	90%	-	90%	94.3%

As the centres were closed for much of the pandemic no user satisfaction figures were carried out. However, feedback on re-opening has been positive with comments monitored via meetings with both Lex and Mitie, social media feedback and also feedback received in person from both visitors and feedback received during client visits by the contracts team.

	LINS51	Number of leisure centre users - public	182,980	465,421		465,421	1,396,263
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Major impact on leisure due to lockdown closures and now seeing a gradual return particularly as group exercise re-opened 17 May 2021. Lex are to carry out a survey of users to establish confidence in returning as part of their lone term recovery plan.

Sustainable Growth

Status	Ref.	Description	Q4 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	86.40%	70.00%		70.00%	87.50%














	LICO42a	Percentage of non-major applications dealt with in 8 weeks or agreed period	84.80%	80%		80%	84.4%
	LICO46a	Percentage of appeals allowed against total number of Major planning applications determined by the authority	2.3%	10%		10%	5.4%
	LICO60a	Contributions received as a percentage of current developer contributions	34.36%	No target		No target	34.52%
	LICO60b	Value of future developer contributions to infrastructure funding	£44.10m	No target		No target	£46.99m
	LICO71	Supply of ready to develop housing sites	Reported within the following year			No target	180%
	LICO72	Number of new homes built	Reported within the following year			No target	494
	LICO73	Area of new employment floorspace built (sq mtrs)	Reported within the following year			No target	3,951 sq m
Status	Ref.	Description	Q4 2020/21			2020/21	2019/20
			Value	Target	Long Trend	Target	Value
	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	13.1%
	LICO76	Percentage of new homes built against the target within the Local Plan	Reported within the following year			No target	29.9%
	LINS24	Number of affordable homes delivered	106	100		100	154
	LITR12	Percentage of RBC owned industrial units occupied	98.34%	96%		96%	99.87%
	LITR13	Level of income generated through letting property owned by the Council but not occupied by the Council	£1.492m	£1.54k		£1.54m	£1387232
	LITR35	Percentage of Growth Deal money drawn down and allocated	100%	100%		100%	83%
	LITR36	Percentage of new homes at the Land North of Bingham completed	18.5%	20%		20%	10%












The development is progressing well despite the challenges of the last year. The intention had been for only two developers on the site (Barratts and David Wilson) however land has been sold to Taylor Wimpey to build 254 homes, this will accelerate delivery as more developers are working on site.

Taylor Wimpey have commenced on site following completion of the initial phase of infrastructure. It is envisaged they will have show homes available around October 2021.



















Both Barratt and DWH will commence work on phase 2 areas within the next 4 to 6 weeks. This will initially consist of roads and sewers works and associated services. This will be followed closely by housebuilding works late Autumn.

Performance Indicators - Operational Scorecard

Status	Ref.	Description	Q4 2020/21			2020/21	2019/20	
			Value	Target	Long Trend	Target	Value	
	LICO41	Percentage of householder planning applications processed within target times	73.80%	85.00%		85.00%	77.70%	
<p>There has been no decline in application numbers and pre-application enquiries despite the pandemic, with a sudden upturn in the number of major applications and submissions of a strategic nature in the third quarter of the current monitoring period. In particular, there has been an increase in interest in improvements to residential properties. As a result, there has been an impact on the timescales for the determination of householder applications. However, the PI does not include where applications have been dealt with within an extended deadline under an extension of time.</p> <p>This indicator has been reported as an exception in quarters 2 and 3 but has improved slightly since last reported in quarter 3.</p>								
	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	0.86%	10%		10%	0.7%	
	LICO60	Percentage of planning enforcement inspections carried out in target time	81.05%	80%		80%	75.86%	
	LICO68a	Income generated from community buildings	£21,342	-		No target	£158,490	
	LICO68b	Income generated from parks, pitches and open spaces	£73,207	-		No target	£158,964	
	LICO77	Number of new trees planted	3,808	2,500		2,500	4,577	

Status	Ref.	Description	Q4 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	99.32%	98.00%		98.00%	99.03%
	LIFCS20	Percentage of Council Tax collected in year	99.00%	99.20%		99.20%	99.20%
	LIFCS21	Percentage of Non-domestic Rates collected in year	86.71%	99.20%		99.20%	99.10%
	LIFCS22a	Average number of days to process a new housing benefit claim	11.36 days	15 days		15 days	12.14
	LIFCS22b	Average number of days to process a change in circumstances to a housing benefit claim	2.66 days	6 days		6 days	2.96
	LIFCS22c	Average number of days to process a new council tax reduction claim	16.4 days	20 days		20 days	17.55
	LIFCS22d	Average number of days to process a change in circumstances to council tax benefit claim	2.58 days	6 days		6 days	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	49	No target set		No target set	45
	LIFCS52	Percentage of complaints responded to within target times	96.9%	95.0%		95.0%	93.3%
	LIFCS56	Percentage of visitors satisfied by their website visit	47.8%	85%		85.0%	70.7%

User satisfaction is much lower this year despite the improvements made to make the website accessible. Feedback is being analysed to help shape improvement work during 2021/22. We have introduced MyAccount that provides a single point for making reports about the most common issues like fly-tipping and litter. A digital newsletter has also been launched that provides up to date information for residents. More new and innovative developments are being investigated.

Status	Ref.	Description	Q4 2020/21			2020/21	2019/20
			Value	Target	Long Trend	Target	Value
	LINS01	Percentage of streets passing clean streets inspections	96.9%	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)	1,391	1,069		1069	1070
<p>Fly tipping numbers have increased during the year after the first lockdown was lifted, a trend that has been reported nationally. The Council formed a partnership with WISE on 5 January 2021 to provide more focus on tackling the nuisance of fly-tipping, waste offences, littering and dog fouling in Rushcliffe. By the end of March 2021 WISE had issued a total 784 FPNs, 72 related to fly tipping. We also have an increased number of prosecutions pending. Case files are being prepared in consultation with Legal colleagues and will be considered in accordance with our enforcement policy.</p>							
	LINS14	Average NOx level for Air Quality Management Areas in the Borough	29µg/m ³	40µg/m ³		40µg/m ³	39µg/m ³
	LINS15	Percentage of food establishments achieving a hygiene rating of 4 or 5	90.0%	90%		90%	91.0%
	LINS19a	Number of household waste (residual, dry and garden) missed twice or more in a 3 month period	9	3		3	4
<p>This PI is in place to monitor poor continual performance at specific addresses where a resident is frustrated as their bin is missed frequently. Current performance is in the main down to two crews, both with new staff in place, and the majority of repeated missed collections are where an assisted collection is required. Assisted collections are highlighted on the in cab Bartec system and require signing off by the crew concerned when completed. Further training has taken place, reminders issued, and checks will be carried out by members of the waste management team to ensure such collections are carried out.</p>							
	LINS21a	Percentage of eligible households taking up the green waste collection service	72%	72%		72%	74.3%
	LINS25	Number of households living in temporary accommodation	15	10		10	8
<p>The increase in use of temporary accommodation is due to several factors (some can be attributable to the Covid pandemic). There has been a reduction in supply of accommodation at a time when there has been an increase in domestic violence (women have had to flee to a refuge), people being asked to leave the family home and single homelessness accommodated in B&B.</p>							
	LINS26a	Number of homeless applications made	8	20		20	6

	LINS29a	Number of successful homelessness preventions undertaken	126	120		120	225
	LINS31a	Percentage of applicants within Bands 1 and 2 rehoused within 26 weeks	74%	60%		60%	76%
	LINS37	Domestic burglaries per 1,000 households	7.99	14.73		14.73	14.73
	LINS38	Robberies per 1,000 population	0.32	0.38		0.38	0.38
	LINS39	Vehicle crimes per 1,000 population	4.02	6.96		6.96	6.96

Status	Ref.	Description	Q4 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)	62%	65%		65%	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	95%	87%		87%	90.42%

Appendix G

Corporate Strategy 2019-2023 – Strategic Task Review

The 2019-2023 Corporate Strategy was created as living document. This was done on the understanding that the environment local government is currently operating in is very fast-paced and changeable – this was well in advance of the Covid-19 pandemic. It was anticipated that tasks completed would drop out of the Strategy to be replaced by emerging tasks.

The Corporate Strategy 2019-2023 was adopted at Council on 19 September 2019 and replaced the previous Corporate Strategy 2016-20. It was written one year before the existing strategy expired due to the significant progress already achieved by the borough Council in pursuit of its priorities.

This is the midway point in the Strategy and so far, five of the tasks have been completed with an additional six tasks at least 50% complete. The Strategy originally contained seventeen tasks that were spread over four themes. One additional task was added in year two: ST1923_18 Review Local Plan Part 1 – Corporate Strategy in partnership with Greater Nottingham Local Market Area.

Four additional strategic tasks that would qualify for inclusion in the Corporate Strategy if it were being written now, are:

- Implementation of proposals from the Resources and Waste Strategy for England;
- Coordinate Rushcliffe's involvement in the Development Corporation and Freeport to support the redevelopment of the Ratcliffe on Soar site;
- Support the recovery of local businesses and communities from the impacts of COVID;
- Implementation of proposals from new planning legislation.

Corporate Priority: Quality of Life

ST1923_01 Develop the Chapel Lane site in Bingham, including a new Leisure Centre, Community Hall and Office space

Due date: 2022

Progress: Developers, Willmott Dixon, were appointed in January 2021, with formal exchange of contracts occurring on 26 March 2021. Work has commenced on site and is progressing to programme with practical completion predicted as 6 May 2022. Funding agreements have been signed totalling £2.599k with D2N2 and the Regional European development fund contributing to the Office and Community Hall elements. Procurement for the audio-visual equipment in the community hall has commenced. Contract negotiations with the intended leisure operator are advanced with a target for completion of the required contract variation being September 2021.

ST1923_02 Support the continued development of existing local growth boards for Cotgrave, Radcliffe on Trent, Bingham, East Leake and West Bridgford

Due date: 2023

Progress: A progress report for the individual growth boards is presented below.

Cotgrave

The local growth board was discontinued in 2018 but work has continued including:

- Housing development complete, employment units built and occupied (2017), Town Centre shops have been refurbished, business centre completed and fully occupied, Multiservice centre completed (October 2018), public realm, play area and car parking improved.
- Final phase consisting of one large food retail (pre let secured) and 3 further units due to complete April 2021.

Radcliffe on Trent

Projects progressed as identified in the economic masterplan:

- New skate park
- Improvements to Main Road – 3 new benches installed
- Train station – resurfacing, improved signage and continued work to improve frequency of service
- Work on creating a ‘village centre’ – £12,500 funding has been allocated to enhance the Grange Grounds, this will be matched by the Parish Council and will be progressed by a working group for completion in 2021.
- Temporary 20mph speed limit
- Focus on continued support for the high street, business engagement and support to establish a website / retail forum.

Bingham

Projects progressed as identified in the masterplan:

- New market manager employed by RBC, positive changes, improved marketing, business support for traders
- Closer working between RBC, Bingham Town Council (BTC) and community group to facilitate more events on the market square
- Work with local hospitality businesses to allow outdoor seating on the market square
- Chapel Lane project – leisure centre, community hall and business enterprise centre due for completion Spring 2022
- BTC progressing plans for long stay car park
- Focus on continued support for the high street, business engagement and support to establish a retail forum.

West Bridgford

- West Bridgford Way website and social media presence continues to grow, next step is to develop an app
- Tudor Square improvements have been put on hold
- Engagement with local agents regarding empty properties – demand is still high
- Further tree planting and greening of the town centre
- ‘Free after 3’ parking initiative to be trialled to aid recovery

- Looking into the possibility of further pedestrianisation of Central Avenue
- Focus on continued support for the high street, business engagement and support to establish a retail forum.

East Leake

- A market has been established in East Leake with the support of East Leake Traders. Two markets have been held so far (there would have been more but Covid has had an impact)
- A new zebra crossing has been installed in East Leake
- Severn Trent Water are in the process of completing their capacity assessment and have improvements planned for the village to ensure the network can cope with the increased demand from new homes built
- Regular updates are received from the Clinical Commissioning Group on plans for the health centre in East Leake.

Fairham

- The Board monitors progress of the development of 3000 homes and 20 hectares of employment land
- First phases of infrastructure are currently being constructed
- First phasing reserved matters housing applications are expected soon
- Interest has been secured on the employment land from Vision Express
- A Fairham Forum has been established to engage with local stakeholders
- A Fairham life website has been set up and linked to RBC website.

ST1923_04 Review and implement the Council's Leisure Strategy in relation to Leisure and Community Facilities

Due date: 2023

Progress: In December 2020, Cabinet gave approval to commence the construction of a new leisure centre, community hall and separate office building on a Council-owned site at Chapel Lane in Bingham. This new purpose-built leisure centre and community hall which will be called 'Bingham Arena' forms a key strategic objective of the Leisure Strategy and will provide employment and enhanced leisure opportunities in the area and meet the needs of a growing community. The construction of the leisure centre is due for practical completion in May 2022 so will be delivered prior to the Leisure Strategy's mid-point review in 2023.

In addition to the Bingham Arena strategic project, the Playing Pitch Strategy and action plan has been updated and refreshed in 2019/20 and has supported the leverage of significant grant funding to the borough to assist the delivery of capital refurbishments at Platt Lane in Keyworth, the home of Keyworth United Community Football Club and Gresham Sport Park on Wilford Lane in West Bridgford.

The Strategy, along with grant funding made available from Rushcliffe Borough Council, has seen grants been awarded to skatepark improvements at the Hook, in Lady Bay, Radcliffe on Trent Skate Park, East Leake Skate Park, Rushcliffe Country Park Skate Park in Ruddington and an allocation to Keyworth Parish Council

towards Keyworth skate park which if completed will mean that the grants have supported the improvement of every existing skatepark facility in the Borough.

Finally, officers have committed to refreshing the Rushcliffe Play Strategy to ensure what we review existing play facilities to ensure that we maintain the existing local standards for the provision of open space and children's play across the Borough. The strategy will be delivered by March 2022.

ST1923_05 Facilitate the development of a Crematorium in the Borough by 2022

Due date: 2022

Progress:

- Achievements
 - December 2019 - Cabinet approved the purchase of land at Stragglethorpe, with full planning permission for a crematorium and associated memorial gardens.
 - July 2020 – Cabinet took the decision to operate the crematorium in house, rather than leasing the finished crematorium to a third party to run and operate.
 - September 2020 – Officers appointed Ridge and Partners as multi-disciplinary design team to develop detailed designs for the crematorium and perform contract administration and management duties for the construction contract.
 - September 2020 – April 2021 – Officers worked closely with Ridge to develop designs for the crematorium and ensure that the facility will provide the best possible experience for our residents and contribute to our carbon neutral ambitions.
- Work to be done:
 - April 2021 – Begin tender period for build contract.
 - July 2021 – Begin construction work on site.
 - May 2022 – Crematorium to be operational.
 - Alongside the construction programme, a comprehensive recruitment and training exercise will be carried out.
- Completion:

The timeline for the project is ambitious, however officers are confident that provided there are no significant unforeseen delays, the crematorium will be operational in Summer 2022.

ST1923_06 Working with Rushcliffe Roots and Rushcliffe CCG, deliver a targeted events and health development programme across the Borough

Due date: 2023

Progress: The Rushcliffe Roots project has supported a number of community food-based activities, most notably the Cotgrave Super Kitchen. All health-related event projects for 2020 were suspended to focus our efforts on the COVID-19 pandemic

but work has continued delivering remote sessions online or signposting people to support.

The Reach Rushcliffe grant scheme was established in April 2020 to support the delivery of positive engagement activities within local communities that help to reduce social isolation. It is a 3-year grant scheme with £15,000 support available per annum.

Rushcliffe CCG merged with the Greater Nottingham CCG. As a result, the jointly funded Health Development Officer post has been part funded by Rushcliffe's Primary Care Network (PCN) and will see even greater collaboration opportunities between the Borough Council and the GP's practices across the district.

Corporate Priority: Efficient Services

ST1923_07 Relocate our R2Go service and Streetwise Environmental Ltd

Due date: December 2019

Progress: This work was completed with the R2Go service relocated to The Conway building at Eastcroft Depot owned by Nottingham City Council. This relocation has helped enhance partnership working, particularly in regard to the vehicle maintenance contract in place with the City Council.

Less restrictions on opening hours and vehicle movements (restricted at the old Abbey Road depot) have helped in the services response to the Covid-19 pandemic allowing for earlier starts, and staggered start times, meaning flexibility on the numbers gathered at the depot each morning

Streetwise have also been relocated from Abbey Road to a Council-owned building in Bingham. This, too, has been successful although Streetwise have maintained a smaller satellite operation working out of West Park in West Bridgford to facilitate the work they do more locally in the West Bridgford area

Task complete and removal from the Corporate Strategy Action Plan recommended.

ST1923_08 Include digital principals in our communications and ways of undertaking business

Due date: 2023

Progress: The Digital by Design programme was refreshed at the start of 2021. There are seventeen active projects within the programme under three headings – Understanding Digital Needs, Accessibility for Everyone, and Robotics and Artificial Intelligence. The Digital by Design programme seeks to exploit technology for the benefit of our customers and also to improve internal processes.

Successes so far include the accreditation of the Council's website as accessible for those with accessibility issues such as visual or physical impairments, the introduction of MyAccount, corporate use of a hybrid mail system, and the ScanStation solution enabling residents to scan and send copies of supporting documentation.

ST1923_09 Relocate the Rushcliffe Community Contact Centre in West Bridgford

Due date: March 2020

Progress:

- A number of potential sites were identified and evaluated, the most suitable of these was a ground floor unit at Fountain Court on Gordon Road in West Bridgford town centre.
- The Council agreed a 10-year lease on these premises which commenced on 25 November 2019 at £30k pa.
- A scheme of works was prepared for the conversion of the premises and the RCCC was successfully relocated in early February 2020.
- Conversion work cost around £160k
- The original lease with Notts Police was terminated and a compensation payment of £71k received.

Task complete and removal from the Corporate Strategy Action Plan recommended.

ST1923_10 Deliver our Medium-Term Financial Strategy and Corporate Strategy

Due date: March 2023

Progress:

- Achievements – The MTFs has been met with additional anticipated savings against the budget in 2020/21 (notwithstanding Covid impact)
- Outcomes – Achieved savings above budget with a projected £721k additional transfer to reserves to support pressures going forward
- Work to be done – monthly budget monitoring and reporting of emerging risks and variances. The long-term impact of Covid is yet to be seen and this will need to be closely monitored
- Meeting the due date – must be met by 31 March each year
- Comment about the delivery of the Corporate Strategy at the mid-point to be included when this document is finalised.

Corporate Priority: Sustainable Growth

ST1923_11 Support the delivery of 13,150 new homes and securing a 5-year land supply in Rushcliffe Local Plan Part 2 adopted Local Plan Part 1 - Core Strategy reviewed in partnership with Greater Nottingham Housing Market Area

Due date: March 2028

Progress: This is an ongoing task and will extend beyond March 2023. The target of 13,150 new homes will principally be delivered by the six strategic sites allocated by the 2014 Local Plan Part 1 – Core Strategy. The delivery of all six sites continues to be supported by the Council through a variety of different actions. The progress on each is as follows:

- housing development on the former Cotgrave Colliery has now been completed;
- the Melton Road, Edwalton, and north of Bingham sites are both well underway;
- the south of Clifton (Fairham) and former RAF Newton sites have both secured planning consent and are due to start delivering new homes shortly; and
- planning guidance is currently being prepared for the east of Gamston strategic site to support the whole site's coordinated delivery.

In addition, the 2019 Local Plan Part 2 has allocated a further 25 sites, which are expected to deliver around 3,400 new homes in total as part of meeting the 13,150 home target. A majority of these sites now have planning consent, and some are already delivering new homes. Overall, due to the extent of ongoing housing delivery on a number of sites, with more soon to begin delivering shortly, the Council is able to demonstrate that it has 8.5 year deliverable housing land supply, which is well in excess of the minimum 5 year target.

ST1923_12 Support the delivery of employment land on all 6 strategic sites in Rushcliffe and sites allocated through the Local Plan

Due date: March 2023

Progress: Six sites are identified in the Local Plan Part 1: Core Strategy as Strategic Allocations. These are Melton Road, Edwalton; Land North of Bingham; Former RAF Newton, the Former Cotgrave Colliery site; land South of Clifton and land East of Gamston/North of Tollerton. All of the sites include land identified for employment or employment generating purposes. With the exception of land East of Gamston/North of Tollerton, residential development has commenced on all of the sites.

In terms of the delivery of employment or employment generating uses, the majority of the land identified on the Edwalton allocation for employment generating uses has been the subject of a number of applications and much of the site has now been developed with employment generating uses, including retail premises, offices, and a care home which is currently under construction. The Borough Council has delivered 15 industrial/business units on the former Cotgrave Colliery site, the remainder of the commercial land is yet to be developed. Planning permission has been granted for the first commercial unit (Vision Express) on the land at Fairham and it is understood that there is interest in the site from other companies. There has unfortunately been no interest in the commercial land on the allocations at land north of Bingham, the former RAF Newton site. The allocation for land east of Gamston has not yet progressed due complications arising as a result of multiple land ownership.

The Service Manager, Economic Growth and Property continues to signpost companies to the employment land in the Borough, generating potential interest in the allocated sites.

ST1923_13 Support the delivery of improved transport infrastructure – potentially including the A46, A52, A453 corridors

Due date: March 2023

Progress:

This is an ongoing task and will extend beyond March 2023. An updated Memorandum of Understanding (MoU) was published in May 2019 for the A52/A606 Infrastructure Package and A52 Radcliffe Improvements. The MoU is between the Borough Council, County Council and Highways England and provides an agreed basis for securing the provision of developer contributions towards the delivery of the works identified in the MoU. The junction improvements on the A52 at Nottingham Road and Cropwell Road at Radcliffe on Trent have now been delivered. The A52 improvements still to be delivered include those planned at the Bingham Road, Radcliffe on Trent and Stragglethorpe junctions and at the Gamston, Wheatcroft and Nottingham Knight roundabout. The planned A606 improvements at the Tollerton Lane, Main Road and Cotgrave Road junctions are still to be delivered.

It is anticipated that all the various improvement works should be completed by 2024/25. In the A453 corridor, planned improvements to the Mill Hill roundabout are due to be delivered within the next few years to support the delivery of the Fairham development to the south of Clifton.

ST1923_14 Review the Asset Management Plan

Due date: March 2020

Progress: The Asset Management Plan (AMP) was taken to Cabinet on 10 March 2020 and approved by Council on 16 July 2020.

- The new AMP will be effective until 2025, although the content will be reviewed regularly to ensure it continues to align with corporate priorities.
- The revised AMP embeds the Corporate Landlord Approach where property assets are managed and operated by the core Property Team, this includes advising on acquisitions, disposals and development.
- The overarching objectives of the AMP [and wider asset management strategy] are being delivered/implemented, these include income and assets reviews, corporate development projects, maintenance and energy monitoring/efficiency. The AMP objectives are also informing the Carbon Management Plan.
- Various activity streams within the AMP are monitored and reported on via the Council's performance management framework, these include income, statutory compliance, development project progress.
- The Action Plan appended to the AMP is reviewed and updated annually.

Task complete and removal from the Corporate Strategy Action Plan recommended.

ST1923_15 Support the delivery of affordable housing in the Borough, working with developers, providers and private landlords

Due date: March 2023

Progress: Officers continue to work with developers to deliver policy compliant schemes and the provision of affordable housing on development sites throughout the Borough. The majority of the strategic housing sites and the allocations in the Local Plan Part 2 have the benefit of planning permission and will deliver the percentage of affordable housing required by Policy 8 of the Core Strategy. There are a few exceptions where viability has impacted on the level of affordable housing to be provided, including the land at Former RAF Newton and the Fairham development. Provision of affordable housing is sought on site but, exceptionally, financial contributions have been accepted for offsite provision. In addition, planning permission has been granted and affordable housing has been delivered by Metropolitan Housing through standalone schemes, including the redevelopment of a number of redundant garage sites.

In 2020/21 154 affordable units were completed and in 2021/22 106 units were completed.

ST1923_17 Along with other councils across Nottinghamshire, lobby central government to introduce tougher building standards for new houses through building regulations or planning regulations, to encourage developers to deliver sustainable homes

Due date: March 2022

Progress: No progress to date due to pending changes to the planning legislation.

ST1923_18 Review Local Plan Part 1 – Core Strategy in partnership with Greater Nottingham Housing Market Area

Due date: March 2024

Progress:

The Growth Options document was published for consultation in July 2020, with consultation originally closing on 14 September 2020. The consultation was reopened in February 2021 for a further 6 weeks because of a technical issue during the original consultation period. The Growth Options is the first formal consultation stage for the Strategic Plan. In total, around 900 individuals and organisations responded. All comments received are being considered as part of preparing and then publishing, later this year, a first draft (preferred options) of the Strategic Plan. The preferred options are expected to be published in September/October 2021, with publication of the final draft plan in Spring 2022. Adoption of the plan is expected

mid-2023. This is after the due date for this task and is a consequence of the additional time required to prepare key supporting studies for the plan and the time needed to process the Growth Options responses.

Corporate Priority: The Environment

ST1923_03 Respond to any proposals from the Resources and Waste Strategy for England

Due date: March 2023

Progress: Due to government pressures progress on the Environment Bill that links to the above has been slow.

Initial plan for significant changes to how waste is managed, which included weekly food waste collections and changes to what can be collected and recycled, and possible source separated recycling collections were to be put in place in 2023. More recent indications are these are now unlikely to start until later in 2024 at the earliest.

The government has recently launched 3 consultations in relation to the waste and resources strategy. One focuses on a planned deposit return scheme to address the estimated 14 billion plastic drinks bottles, 9 billion drinks cans and 5 billion glass bottles a year used across the UK, with a closing date of 4 June 2021.

A further consultation was launched on extended producer responsibility on ensuring easily recycled products are in those producers responsibly for their packaging. The proposals in the consultation document work together to create a scheme that incentivises producers to design packaging that is easy to recycle and ensure that they pay the full net cost of managing this packaging once it becomes waste. This is in line with the polluter-pays principle.

There is a separate consultation on consistency in household recycling collections with responses due by 4 July 2021. The types of materials to be included in each recyclable waste stream will be specified in regulations. The intention is to include the following materials in regulations, so that they are required to be collected by all local authorities:

- Glass bottles and containers – including drinks bottles, condiment bottles, jars
- Paper and card – including newspaper, cardboard packaging, writing paper
- Plastic bottles – including clear drinks containers, HDPE milk containers, detergent, shampoo and cleaning product containers
- Plastic pots, tubs and trays
- Steel and aluminium tins and cans.

In addition to the above items, it is proposed that the recyclable waste streams will also include the following items:

- Aluminium foil

- Aluminium food trays
- Steel and aluminium aerosols
- Aluminium tubes, eg tomato puree tubes
- Metal jar/bottle lids
- Food and drink cartons, eg TetraPak
- Plastic films, eg bread bags, carrier bags.

Task complete and removal from the Corporate Strategy Action Plan recommended. A new task for the implementation of the proposals (ST1923_19) is proposed.

ST1923_16 Refresh our carbon management plan and establish a carbon neutral target

Due date: March 2020

Progress:

On 10 March 2020, Cabinet agreed a target to become carbon neutral by 2030 from the Council direct operations and adopted a carbon action plan to monitor progress against this objective.

The carbon management action plan includes how the Council will seek to drive carbon behaviour change through its policy and regulation work along with acting in a leadership capacity to positively influence residents and business across the Borough.

There were 67 actions in the first version of the carbon management action plan. These were spread across eight key theme areas; property assets, fleet and transport, contracts and procurement, policy and regulation, waste and recycling, operation activity, community and business and offsetting.

The carbon management action plan is a live document which is regularly updated. It is constantly evolving as research and technology develops.

Progress to date has seen 10 public electric vehicle charging points being installed across the Borough with further locations being developed in 2021 including the installation of a solar canopy at Gamston Community Centre. £100k Salix funding awarded to the Borough Council to enable delivery of LED lighting upgrades to RBC estate and the new office centre at Bingham being built to Building Research Establishment Environmental Assessment Method (BREEAM) with £367k of carbon reduction technology.

Delivery of the action plan has been incorporated into standard day-to-day operations.

Task complete and removal from the Corporate Strategy Action Plan recommended.

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