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Our reference:
Your reference:
Date: Monday, 13 February 2023

To all Members of the Corporate Overview Group

Dear Councillor

A Meeting of the Corporate Overview Group will be held on Tuesday, 21 February 2023 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>
Please be aware that until the meeting starts the live stream video will not be showing on the home page. For this reason, please keep refreshing the home page until you see the video appear.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Gemma Dennis'.

Gemma Dennis
Monitoring Officer

AGENDA

1. Apologies for Absence
2. Declarations of Interest
3. Minutes of the meeting held on 15 November 2022 (Pages 1 - 8)
4. Finance and Performance Management Quarter 3 2022/23 (Pages 9 - 52)
Report of the Director – Finance and Corporate Services
5. Feedback from Scrutiny Group Chairmen
6. Feedback from Lead Officers
7. Review of 2019-2023 Strategic Tasks (Pages 53 - 78)
Report of the Director – Finance and Corporate Services
8. Consideration of Scrutiny Group Work Programme (Pages 79 - 98)
Report of the Director – Finance and Corporate Services

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Monday, Tuesday and Thursday
8.30am - 5pm
Wednesday
9.30am - 5pm
Friday
8.30am - 4.30pm

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Membership

Chairman: Councillor J Wheeler

Councillors: N Clarke, J Cottee, P Gowland, J Murray, D Viridi and G Williams

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MINUTES OF THE MEETING OF THE CORPORATE OVERVIEW GROUP TUESDAY, 15 NOVEMBER 2022

Held at 7.00 pm in the Council Chamber, Rushcliffe Arena, Rugby Road, West
Bridgford

PRESENT:

Councillors J Wheeler (Chairman), N Clarke, J Cottee, P Gowland and D Viridi

ALSO IN ATTENDANCE:

OFFICERS IN ATTENDANCE:

C Caven-Atack	Service Manager - Corporate Services
S Whittaker	Service Manager - Finance
E Palmer	Communications and Customer Services Manager
K Brennan	Finance Business Partner
T Coop	Democratic Services Officer

APOLOGIES:

Councillors G Williams

15 Declarations of Interest

There were no declarations of interest reported.

16 Minutes of the meeting held on 6 September 2022

The minutes of the meeting held on 6 September 2022 were approved by the Group and signed by the Chairman.

17 Finance and Performance Management Q2 2022/23

The Finance Business Officer presented the Group with the Council's financial position in respect of revenue and capital as at 30 September 2022, advising members of the current financial climate, particularly inflationary increases expected to rise to 14% and the impact of the 'cost of living' on residents.

The Group were advised that there is a predicted net revenue budget efficiency of £0.831m for 2022/23, as a result of Business Rates Pool, additional investment income and additional new burden grants. The Group noted that £0.67m of this is proposed to be earmarked for additional cost pressures and that this position is likely to change as further variances are identified. The variances were highlighted in a table provided in the report.

In respect of Capital Monitoring the Finance Business Officer advised the Group that the original programme for 2022/23 was £14.611m, with £10.646m carrying forward and other adjustments of £1.679m giving a current budget of

£27.178m. However, the projected outturn was reported to be around £19.2m, resulting in an estimated underspend of £4.98m. Primarily arising from:

- The provision for support for Registered Housing Providers (not wholly committed at this stage)
- Bingham Leisure Hub and Crematorium contingencies due to delays in both projects
- Unused contingencies on Cotgrave Phase 2 development
- Schemes for watercourse improvements, Disabled Facilities Grants, Hound Road and Edwalton Golf Course.

The Group noted that these are recommended to be re-phased into the 2023/24 Capital Programme.

The Finance Business Officer highlighted some of the pressures and uncertainties ahead, including the prime ministers budget announcements and the prediction that inflation could reach 14% later this year, giving significant risk to Council costs and the knock-on effect this may have on collection rates for Council Tax and Business Rates and on fees and charges. The Group noted that the impact of continued increases would be monitored closely.

In concluding the Finance Business Officer advised that the capital position is positive and there will be no need to externally borrow in this financial year.

Members asked specific questions relating to the delays on the Bingham Hub and Crematorium and asked what the delays were and would the contingency allowance for each project be spent. The Group were advised that delays were caused with labour shortages, material shortages and increased costs, with regards to contingency, this is provided for unexpected costs and will not necessarily be spent.

Members commented on S106 and CIL funding from developer contributions and are there plans for spending this in the Council budget and asked if there were any transformation projects or longer term plans expected in the Council's Transformation Strategy. The Service Manager – Finance advised that officers are currently working on how/where to spend S106 and CIL contributions. With regards to the Council's Transformation Strategy the Service Manager – Finance referred to the Budget Workshops scheduled for December which will provide some options.

The Communications and Customer Services Manager presented the Performance Monitoring report and a summary of the progress of tasks and measures falling within each theme of the Corporate Strategic Scorecard.

The Group were advised that performance in quarter 2 continues to show improvement which is particularly evident in the following indicators:

- **LIDEG02** Processing of planning applications: Major applications dealt with in 13 weeks or agreed period – current performance is 76.2%, well above the 70% target.
- **LIDEG40** Percentage of RBC owned industrial units occupied – occupation

- levels have increased and currently 2.74% above target.
- **LIFCS24** Percentage of housing and council tax benefit claims processed right first time – processing accuracy has increased to 98%.
 - **LINS24** Number of affordable homes delivered – 149 homes have been completed up to the end of September. This is over the annual target of 200 homes and includes two sites with 100% affordable homes (East Leake and Radcliffe on Trent).
 - **LINS35** Average number of weeks for all Home Search applicants to be rehoused through Choice Based Lettings – applicants have waited 35 weeks on average, well under the 52 weeks target.

The Communications and Customer Services Manager referred to Appendix G provided with the agenda report and highlighted some of the performance successes, including the reduction of household waste collected, noticeable increase of community centre usage partly due to the increase in marketing and the new digital booking system. The Group noted the AV system in the Council Chamber at the Arena and the new conference facility at Rushcliffe Country Park both with the potential of providing good income streams.

In reference to the Operational Scorecard, the Communications and Customer Services Manager highlighted the increase in the number of calls received at the contact centre being answered within the 60 seconds target, which showed a rise from 60% to 72%. The Group were advised that the number of customers calling were continuing to fall and contact centre officers were signposting customers to the Council's online services where applicable.

The Group noted that although the Council was behind its target for bookings with increased communications and marketing there has been an increase in bookings in September and the trend is improving.

The Chairman asked a specific question in relation to Bridgford Field and whether this could be used for football parking to provide an income stream. The Communications and Customer Services Manager explained that the park is only used seasonally for cricket matches, Taste of Rushcliffe and Lark in the Park all summer events where damage to the grass and park usage is limited.

The Group asked whether the Council has any plans to introduce better digital access for customers using on-line facilities. The Communications and Customer Services Manager explained that currently the Council's webpages were not adequately accessible and that there is no appetite for an App at present. It was noted that over the past couple of weeks customers calling the contact centre were being asked why they were not using the on-line facilities to provide officers a better understanding of the barriers preventing on-line usage and provide feedback for future improvements.

It was **RESOLVED** that the Group notes:

- a) The expected revenue budget efficiency for the year of £0.831m and proposals to earmark this for cost pressures (paragraph 4.1 of the report)
- b) The capital budget efficiencies of £4.98m including re-profiling of provisions totalling £1.965m of which £0.465m to 2023/24 and £1.5m to 2023/24 (paragraph 4.7 of the report)

- c) The expected outturn position for Special Expenses to be £61k above budget (paragraph 4.5 of the report)
- d) Considers whether scrutiny is required for identifies performance exceptions

18 Customer Feedback Annual Report

The Service Manager – Corporate Services presented a report that summarised the customer feedback relating to both complaints and compliments received by residents during 2021/22 and provided the Group with a comparison to previous years performance.

The Group were informed that during 2021/22 the Council received 57 complaints at stage 1 of the complaints process, and it was noted that this was a slight increase compared to recent years and considered to be caused by additional pressures on Council services caused by the pandemic. The percentage of complaints escalated to stage 2 was 12 from the 57.

The Group noted the subjects for complaints were as follows:

- Planning applications/decision (5)
- Environmental Health enforcement (2)
- Environmental Health officer visit (1)
- Housing allocation (1)
- Homelessness (1)
- Council Tax (1)
- Planning officer conduct (1)

The Service Manager - Corporate Services reported that response to complaints remained consistent, as were the number of complaints responded to within target time. The Group were advised that during 2021/22 the Local Government Ombudsman |(LGO) received 10 complaints in respect of services offered by Rushcliffe Borough Council, the LGO issued decisions on 7 of the complaints, 3 were referred back to the Council for local resolution and 4 were closed after initial enquiries. The Group noted that the Council performs well in comparison to other authorities.

The Group were advised that the Council received 127 compliments about its services in 2021/22, noting this was 28 fewer than the previous year.

A question was raised in respect of compensation payments and how would they be justified. The Service Manager – Corporate Services explained that compensation would be considered if it was felt that the claimant had been disadvantaged or were 'out of pocket'. The Group were advised that the Council had not received any compensation claims.

It was **RESOLVED** that the report be accepted as a true record of customer feedback in 2021/22.

19 Feedback from Scrutiny Group Chairmen

The Chairman of Growth and Development Scrutiny Group advised the Group that at its last meeting on 21 September 2022 the Group were presented with

two items, Sewerage infrastructure and Discharge within Rushcliffe and Covid 19 Business Recovery. The Group were advised that 2 external speakers attended the meeting, from the Environment Agency and Severn Trent Water, both delivering presentations on sewerage and water discharge and the pressure of housing developments across the Borough. The Chairman of Growth and Development Scrutiny suggested that this item be brought back for further scrutiny next year. In respect of Covid 19 Business Recovery the Group were advised that officers had been complimented on the support provided to businesses during and after the pandemic. The Group were also advised of the UK Prosperity Fund (UKSPF), a new stream of funding that will benefit Rushcliffe residents. It was noted that the UKSPF would be brought back to Growth and Development Scrutiny Group in next year's work programme.

The Chairman of Governance Scrutiny Group advised the Group that the meeting of Governance Scrutiny on 1 November 2022 had been delayed due to the additional bank holiday in September. The Group were informed of a packed agenda including, the Internal Audit Progress Report, Streetwise Annual Report, Risk Management, Going Concern and the Council's Capital and Investment quarterly update. The Chairman of Governance Scrutiny Group reported that the internal audit had looked at risk management and the Council's project management framework. The Governance Scrutiny Group had raised the Redmond Review and the introduction of an independent member and were advised that this may come under review next year and could potentially be mandatory for audit committees. The Governance Scrutiny Group had noted that Streetwise had come back in house and business growth was steadily increasing. The Chairman of Governance scrutiny Group advised that Streetwise was being removed from the Governance Scrutiny work programme and is likely to be brought to the Corporate Overview Group in future. In respect of Risk Management, Going Concern and the Capital and Investment Strategy the Chairman of Governance Scrutiny Group advised that the reports were positive and concluded that the Council was performing well.

As the Chairman of Communities Scrutiny Group had sent his apologies the Chairman advised that at the last meeting of Communities Scrutiny Group the Group received reports on the Council's External Communications Strategy and the Customer Access Strategy.

20 **Feedback from Lead Officers**

There was nothing to feedback for this item.

21 **Consideration of Scrutiny Group Work Programmes**

The Group Considered three new Scrutiny matrices submitted by either Councillors or Officers since the last meeting of Corporate Overview Group.

In respect of the scrutiny matrix submitted by Councillor Way via a motion at Full Council in September concerning the protection of hedges and hedgerows it was agreed that this would be submitted for scrutiny by the Growth and Development Scrutiny Group at its meeting in January 2023.

The scrutiny matrix submitted by the Service Manager – Economic Growth and Property, in respect of the Fairham development, a strategic site identified for housing and employment development was approved for scrutiny as the Group felt it was important that members were kept up to date on its progress. It was agreed that this item would be submitted to Growth and Development Scrutiny Group at its meeting in March 2023.

The scrutiny matrix submitted by the Service Manager – Economic Growth and Property, in respect of a review of Rushcliffe Oaks Crematorium, was also approved for scrutiny. The Group expressed how important it was for members to understand how the new facility will operate and its future plans. It was agreed that this item would be submitted to Growth and Development Scrutiny Group at its meeting in July 2023.

The Chairman of Growth and Development Scrutiny suggested two items that could be considered for scrutiny. The first one relates to new planning legislation and permitted development rights on the grounds that Councillors are not always made aware of these type of planning proposals and felt that ward members should have the opportunity to provide comment. Secondly an item relating to construction work and more robust conditions imposed at the planning approval stage. The Service Manager – Corporate Services advised the Chairman of Growth and Development Scrutiny that he would need to submit scrutiny matrices for officers to provide comment, adding that both items could provide a training opportunity for Councillors.

The Chairman suggested that an item in respect of Police priorities would be an opportunity for the Communities Scrutiny Group to consider at a future meeting and noted that a scrutiny matrix would need to be submitted.

Work Programme 2022-23 – Corporate Overview Group

21 February 2022	<ul style="list-style-type: none"> • Standing Items <ul style="list-style-type: none"> ○ Feedback from Scrutiny Group Chairmen ○ Feedback from Lead Officer ○ Consideration of Scrutiny Group Work Programmes ○ Financial and Performance Management • Rolling Items <ul style="list-style-type: none"> ○ Review of the 2019-2023 Strategic Tasks ○ Review of the draft Business Continuity Strategy
May 2023	<ul style="list-style-type: none"> • Standing Items <ul style="list-style-type: none"> ○ Feedback from Scrutiny Group Chairmen ○ Feedback from Lead Officer ○ Consideration of Scrutiny Group Work Programmes ○ Financial and Performance Management • Rolling Items • Diversity Annual Report and update on the Equality and Diversity Strategy
September 2023	<ul style="list-style-type: none"> • Standing Items <ul style="list-style-type: none"> ○ Feedback from Scrutiny Group Chairmen

	<ul style="list-style-type: none"> ○ Feedback from Lead Officer ○ Consideration of Scrutiny Group Work Programmes ○ Financial and Performance Management ● Rolling Items ○ Health and Safety Annual Report
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Work Programme 2022-23 – Governance Scrutiny Group

24 November 2022	<ul style="list-style-type: none"> ● Internal Audit Progress Report ● Capital and Investments – 6 Month Update
23 February 2022	<ul style="list-style-type: none"> ● Internal Audit Progress Report ● Statement of Accounts ● Annual Audit Strategy ● Risk Management ● Capital and Investment Strategy Monitoring Q3 ● Capital and Investment Strategy 2023/24
June 2023	<ul style="list-style-type: none"> ● Internal Audit Progress Report ● Internal Audit Annual Report ● Annual Governance Statement (AGS) ● Capital and Investment Monitoring Q4 ● Constitution Update ● Code of Conduct ● External Audit Annual Plan ● Annual audit Letter and Value for Money Conclusion
September 2023	<ul style="list-style-type: none"> ● Internal Audit Progress Report ● Risk Management ● Going Concern ● Capital and Investment Outturn 2022/23 ● Capital and Investment Monitoring Q1

Work Programme 2022-23 – Growth and Development Scrutiny Group

4 January 2022	<ul style="list-style-type: none"> ● UK Shared Prosperity Fund (UKSPF) ● Hedges and Hedgerows within the Borough
8 March 2022	<ul style="list-style-type: none"> ● An Update on the Fairham Development ●
July 2023	<ul style="list-style-type: none"> ● A Review of Rushcliffe Oaks Crematorium ●
September 2023	<ul style="list-style-type: none"> ●

Work Programme 2022-23 – Communities Scrutiny Group

19 January 2022	<ul style="list-style-type: none"> ● Establishment of a Youth Council ● Corporate Enforcement Policy
16 March 2022	<ul style="list-style-type: none"> ● Carbon Management Plan ● Environment Policy
July 2023	<ul style="list-style-type: none"> ●
October 2023	<ul style="list-style-type: none"> ●

The meeting closed at 8.08 pm.

CHAIRMAN

DRAFT



Corporate Overview Group

Tuesday, 21 February 2023

Finance and Performance Management Quarter 3 2022/23

Report of the Executive Manager – Finance and Corporate Services

1. Purpose of report

- 1.1. This report outlines the quarter 3 position in terms of financial and performance monitoring for 2022/23.
- 1.2. Given the current financial climate, particularly the inflationary increases and impact on residents' cost of living, it is imperative that the Council maintains due diligence with regards to its finances and ensures necessary action is taken to ensure a balanced budget is maintained.
- 1.3. There is a predicted net revenue budget efficiency of £1.723m for 2022/23 mostly as a result of Business Rates Pool, additional investment income and additional new burdens grants (in total 12.1% of Net Service Expenditure). This is proposed to be earmarked for additional cost pressures mainly in relation to pooled investments and a temporary decline in their value (see paragraph 4.13). The position is likely to change as further variances are identified in the final quarter.
- 1.4. There is a capital budget efficiency expected of £3.758m, primarily due to £1m for Traveller Site Acquisition which is to be removed from the 2022/23 programme leaving £1m remaining in the 2023/24 programme; £1m variance on Bingham Hub (of which £0.730m committed to post opening enhancements); support for registered housing providers (£0.504m) not wholly committed; anticipated savings on Cotgrave Ph II (£0.350m) and Manvers Business Park Enhancements (£0.3m). A recommendation to rephase some of these funds is discussed below.

2. Recommendation

It is RECOMMENDED that the Group notes:

- a) the expected revenue budget efficiency for the year of £1.723m and proposals to earmark this for cost pressures (para 4.1)
- b) the capital budget efficiencies of £3.758m including various re-profiling stated at paragraph 4.7, included in the MTF5 to Full Council

- c) the expected outturn position for Special Expenses to be £3.2k below budget (para 4.5)
- d) considers whether scrutiny is required for identified exceptions.

3. Reasons for Recommendation

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

4. Supporting Information

Financial Monitoring – Revenue

4.1 For this financial year, the overall budget variance is expected to be an efficiency of £1.723m with proposals to utilise this for in-year pressures given in **Appendix A**. Most notably it is proposed to earmark £0.973m for reductions in the value of the pooled investments which are sensitive to market forces (see paragraph 4.13). The remaining efficiency is earmarked as follows:

- Pooled Investments £0.973m
- Carry forwards £0.465m (appendix F)
- Tree preservation works £0.090m
- Agency for planning £0.065m
- Local area energy planning £0.075m
- Council tax support fund £0.030m (paragraph 4.15)
- New sinking fund for Bingham Leisure Centre sports track £0.015
- Staffing resource elections £0.010m.

4.2 Table 1 below summarises the main variations from revenue efficiencies and pressures.

Table 1: Main Items Impacting on the Current Revenue Budget

	Pressure/ (efficiency) 2022/23 (£'000)	Reason
Projected in year costs/(efficiencies):		
Agency costs	296	Additional agency in Planning, Refuse, less savings from vacancies
Income Crematorium	284	Income lost from delayed opening of the Crematorium (additional lost income £135k covered by carry forwards)
Bingham Leisure Centre	163	Lost income from delayed opening (additional lost income £32k covered by carry forwards)
Rental Income	114	Rental income at Bingham Enterprise Centre and the Point
Streetwise	89	Streetwise external contracts

Vehicle Maintenance	54	Cost of repairs linked to older vehicles
Investment Income	(592)	Increase in investment receipts linked to higher interest rates and cash balances
Planning Fees	(205)	Increase in planning applications and unspent Uniper contribution (request to be carried forward)
Economic Development	(150)	Underspend on Growth Board £100k carry forward requested, £50k WBTC accessibility study now funded from UKSPF
Software and Professional Costs	(110)	Website £80k (planned revenue spend that has now been capitalised) Legal & Prof £30k
Edwalton Golf Course	(97)	Increased usage and income
Contingency	(90)	Contingency now allocated re pay award and utilities
Income from Homes for Ukraine checks	(80)	Additional income for pre and post arrival checks
Car Parks, Septic Tank emptying	(67)	Increased income
Other	20	Underspend offsets lost income from Crematorium and Bingham
Net Revenue Cost/ (Efficiencies)	(371)	
Grant Income	(365)	New Burdens, Asylum Seekers, Homes for Ukraine and Test and Trace additional grants
Business Rates	(987)	Increase in Net Rates payable
Total Net Projected Budget Variance	(1,723)	

- 4.3 The main adverse variances arise from: Agency due to vacancies in planning and refuse and unavoidable delays in the projects for Bingham Leisure Hub and the Crematorium resulting in a reduction of income streams (see paragraph 4.12). Increased income attributable to the Nottinghamshire Business Rates pool surplus and net rates, rising interest rates on investments and additional grant income are among the biggest favourable variances.
- 4.4. The Revenue Monitoring statement by service area is attached at **Appendix A** and includes grant income, Minimum Revenue Provision (MRP) (funded by the New Homes Bonus) and income from Business Rates and Council Tax. Detailed variance analysis as at 31 December 2022, is attached at **Appendix B**.
- 4.5. **Appendix E** shows the Quarter 3 position on the Special Expenses budget. The expenditure is currently expected to be £3.2k below budget, this position may change later in the year as variances are identified.

Capital Monitoring

- 4.6. The updated summary of the Capital Programme monitoring statement and funding position is shown at **Appendix C** as at 31 December 2022. **Appendix**

D provides further details about the progress of the schemes, any necessary re-phasing, and highlights efficiencies.

- 4.7. The original Capital Programme for 2022/23 was £14.611m, with £10.646m carry forwards and other adjustments of (£3.044m) giving a current budget of £22.213m. The projected outturn is around £18.5m – resulting in an estimated underspend of £3.7m. Primarily, this arises from:
- the removal of the £1m provision in 2022/23 for the Gypsy and Traveller Site: a funding bid was not successful, and other sources of funding are being investigated. The 2023/24 programme still contains £1m for site acquisition
 - £1m on Bingham Leisure Hub comprises contract and other contingencies, however £0.730m of this is earmarked for post opening enhancements
 - the provision for Support for Registered Housing Providers not wholly committed at this stage (£0.504m), options continue to be assessed
 - £0.350m projected savings on Cotgrave Phase 2. Of this, it is requested that £0.270m re-profiled to 2023/24 to support newly costed enhancement schemes for Cotgrave Leisure Centre (additional £0.230m) and Keyworth Leisure Centre (additional £0.040m);
 - A request to re-profile £0.300m for Manvers Business Park to the 2023/24 capital programme, and
 - Capital Contingency currently sits at £0.259m. There is expenditure pressure of £150k at this stage on the Crematorium. The remaining contingency will smooth out any further capital implications of Streetwise in-sourcing.
- 4.8. The Council was due to receive capital receipts of £11.4m in the year, due to the re-profiling of the timing of receipts from depot disposal (-£1.2) and Sharphill overage (+£3.6m) the deferral of holly gate lane income (-£7.2m), and early repayment of the Streetwise loan (+£0.3m) this is now revised to £6.3m. The current projected overall variance still means that any borrowing requirement can be met from internal resources with no recourse to borrow externally this financial year. However, due to the re-profiling of receipts, a higher level of short-term, internal borrowing will be required.

Pressures Update

- 4.9. Staff pay negotiations are now complete with a pay award of £1,925 per employee paid in November 2022, the cost to the council was approximately £0.55m. The budget for 2022/23 included £0.33m for pay increases and a further £0.25m was allocated from 2021/22 underspends in anticipation of this. This represents a significant annual cost pressure to the Council which now forms part of the MTFs to be approved by Council in March. In addition, the potential associated impact on service provision contracts such as leisure are being monitored.
- 4.10. Inflation is expected to peak at 11% with significant risk that the cost to the Council and again an impact on both contracts that are index linked and those due for renewal, and on fuel and utilities. An uplift for inflation was included in the original budget, this was further increased from underspends in 2021/22

and contingency set aside within the Finance and Corporate Services line. Projections for utilities have been reviewed and updated within services areas and remaining contingency released. The impact of the continued increase will be monitored closely and has been reflected in the 2023/24 budget setting.

- 4.11. There is also the potential knock-on effect that this may have on collection rates for Council Tax and Business Rates and on fees and charges as households struggle with the increase in the cost of living. Sundry Debtors are being monitored for reductions in collection and is currently at 95.69% (slightly below target 97%). The potential financial impact is that it could lead to an increase in Collection Fund deficit, ultimately a pressure on the budget. Based on Quarter 3 performance (reported to Corporate Overview Group) 85.33% of Council Tax has been collected, compared to 85.46% last year (a decrease of 0.13%). For Business Rates, currently 87.3% has been collected compared to 83.7% last year (an increase of 3.6%). There is some distortion where £150 Energy Grants have been credited to Council Tax accounts; and similarly for Business Rates, awarding Covid Additional Restrictions relief in 2021/22, has led to a large carry forward of credit onto the current year meaning effectively that charges have been prepaid. The position on collection rates will continue to be monitored. Given the challenges on residents and businesses this represents a relatively positive position.
- 4.12. The two most significant items in the Council's Transformation Programme for 2022/23 are the Crematorium (£0.2m) and Leisure Strategy (£0.232m) mostly linked to Bingham Arena. In quarter 1 it was reported that the realisation of these targets is linked to the successful opening of the facilities in line with the project plan. Previously reported delays due to external factors with the contractors (notably shortage in labour resources and materials) have continued and impact upon achieving the Transformation Plan targets. The projection is currently a shortfall of £0.284m and £0.163m for the Crematorium and Bingham respectively. This is in addition to the £0.135m and £0.032m allocated from 2021/22 underspends to mitigate some of this loss. We are now in possession of the keys for Bingham Leisure Centre and this is due to open on 20 February 2023. The Crematorium is progressing well and due to open by April 2023.
- 4.13. The value of the Council's Multi Asset investments or pooled funds had recovered at the end of March 2022. However there continue to be fluctuations on these funds relating to the current economic climate and at Quarter 2 were reporting a net reduction of £1m, this has since worsened by £0.429m at the time of writing following a slight recovery in the previous quarter, demonstrating how sensitive the values are to market forces. An allocation of £0.2m was made from 2021/22 underspends to smooth the impact of the movements in value. A further £0.973m is proposed to be utilised from 2022/23 projected underspends. It should be noted that whilst the value of the assets does fluctuate, the returns from these investments are stable and represent a significant proportion (65%) of the Council's overall return on investments. When the capital appreciates in value the Council's revenue position will benefit. They are long term investments and form part of the Council's Treasury Management Strategy approved by Full Council as part of the Medium-Term Financial Strategy

(MTFS). It should also be noted that the statutory override currently in place has been extended to April 2025, it is prudent to maintain a reserve whilst investments remain.

- 4.14. Planning income is currently projected at £0.170m over budget due to increased planning applications, however, this is not expected to fully cover the additional agency costs of £0.330m. Additionally, a further £65k to fund agency for 2023/24 has been requested to be allocated from the underspends. Whilst it is hoped that this will improve, the situation is being closely monitored, particularly as planning application demand may reduce as a result of economic slowdown and houses not being built as quickly as expected.
- 4.15. The Government have announced a Council Tax Support Fund (£123k for Rushcliffe) to allow local authorities to support more economically vulnerable households (those in receipt of Local Council Tax Support) with up to £25 reduction on their Council Tax bill. In the MTFS due to be approved by Council in March, it is proposed that a further £30k from Council resources is used to further discount Council Tax bills for properties in bands A to D.

Conclusion

- 4.16. The financial position in the revenue budget is stable, and due to the Business Rates Pool allocation, there is a projected overall budget efficiency of £1.723m. Inflation and the consequential rising costs of living present significant risks to the Council's budget. In addition, as mentioned above, the value of the Council's pooled funds has reduced significantly, this is mitigated as per proposed use of efficiencies (Appendix A). The Council must ensure it can support any adverse budgetary impact and proposes to utilise the £1.723m projected underspend to mitigate these risks.
- 4.17. The position on capital is currently positive, although with some delays on completion and handover of Bingham Hub and the Crematorium which are due to open in February and April respectively. There will still be no need to externally borrow this financial year. Challenges can arise during the year, such as sourcing materials and inflated costs, which may still impact on the projected year-end position, and this will continue to be reported in the final quarter.
- 4.18. Political uncertainty and the current economic climate continue, however, the final local government finance settlement on 6 February 2023 has delivered some clarity of future funding, including a new round of New Homes Bonus for 2023/24 and the replacement of the Lower Tier Services Grant with minimum funding guarantee to ensure Local Authorities see an increase of at least 3% in core spending power (£0.326m for next two years), and a one off release of £0.020m from the Business Rates Levy account for 2023/24. The government have confirmed that the reset of Business Rates retention, new Homes Bonus and Fairer Funding review will not take place until at least 2025/26, however, levelling up remains a priority.
- 4.19. The Council still has its own challenges such as meeting its own environmental objectives and positively upside risks to provide more employment

opportunities, and economic and environmental development in the Borough by actively championing the Freeport and Development Corporation. As the economic background appears to be ever more volatile it is imperative that the Council continues to keep a tight control over its expenditure, identifies any impact from changing income streams, maintains progress against its Transformation Strategy and retains a healthy reserves position to help manage risks.

Performance Monitoring – Strategic Scorecard

- 4.20. A summary of the progress of tasks and measures falling within each theme of the Corporate Strategy is shown below. Commentary for any identified exceptions details why targets have been missed and what is being done to improve performance to meet these targets is shown in the appendices.
- 4.21. The task, Develop the Chapel Lane site in Bingham, including a new Leisure Centre, Community Hall and Office space, has been completed. This major project has now been completed. The handover date was 27 January 2023. The Bingham Arena leisure centre was opened to the public on 20 February 2023. This is a major achievement, the work started before the pandemic and was affected by the changes in working practices and supply of construction materials.
- 4.22. Performance in quarter 3 continues is showing signs of improvement, the positive trends seen towards the end of 2021/22 have carried through to this year. Good performance is particularly evident in the following performance indicators:
- **LIDEG40** Percentage of RBC owned industrial units occupied – occupation levels have increased and currently 2.74% above target
 - **LIFCS21** Percentage of Non-domestic Rates collected in year – the current collection rate is 4.77% above the target
 - **LIFCS22a** Average number of days to process a new housing benefit claim – currently 3.88 days below target and an improvement on performance in quarters 1 and 2
 - **LINS06** Cumulative number of fly tipping cases (against cumulative monthly comparison for last year) – the number of reported cases is similar to last year and over 300 below target
 - **LINS37** Domestic burglaries per 1,000 households – currently 5.73 below target (2.43 lower than last year)
 - **LINS38** Robberies per 1,000 population – currently 0.08 below target and lower than last year)
 - **LINS39** Vehicle crimes per 1,000 population – currently 1.37 below target.
- 4.23. There are only one corporate and five operational indicators missing their targets. Explanations can be found in Appendix H.
- 4.24. The Corporate Strategy is a living strategy that is adapting to changing priorities. This means the Council will take advantage of emerging opportunities and removes tasks that have been completed to ensure it is reflective of the current position.






EFFICIENT SERVICES				ENVIRONMENT				
Strategic Tasks				Strategic Tasks				
2	2	0	0	2	2	0	0	
There are no task exceptions this quarter.				There are no task exceptions this quarter.				
Performance Indicators				Performance Indicators				
1	0	1	3	0	0	0	3	0
<p>Performance exceptions:</p> <p>LIFCS15 Value of savings achieved by the Transformation Strategy against the programme at the start of the financial year</p> <p>An explanation is provided in the appendix.</p>				<p>No performance exceptions</p> <p>Note: LINS18 Percentage of household waste sent for reuse, recycling and composting – this indicator is likely to be an exception once data is received.</p>				

QUALITY OF LIFE				SUSTAINABLE GROWTH				
Strategic Tasks				Strategic Tasks				
3	4	0	0	1	7	0	0	
There are no task exceptions this quarter.				There are no task exceptions this quarter.				
Performance Indicators				Performance Indicators				
1	0	1	1	5	1	0	4	4
No performance exceptions.				No performance exceptions.				

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

Performance Monitoring – Operational Scorecard

4.25 The Council's operational business is also monitored, and 35 measures make up the Operational Scorecard.

Operational Scorecard – Performance Indicators				
 20	 2	 5	 10	 1
<p>There are five performance exceptions to report.</p> <p>LIDEG01 Percentage of householder planning applications processed within target times</p> <p>LIFCS52 Percentage of complaints responded to within target times</p> <p>LIFCS61a Percentage of calls answered in 60 seconds</p> <p>LINS73a Income generated from community buildings</p> <p>LINS73b Income generated from parks, pitches and open spaces</p> <p>These indicators have been identified as exceptions. Explanations are provided in Appendix H.</p>				

5 Risks and Uncertainties

- 5.1 Failure to comply with Financial Regulations in terms of reporting on both revenue and capital budgets could result in criticism from stakeholders, including both Councillors and the Council’s external auditors.
- 5.2 Areas such as income can be volatile and are particularly influenced by public confidence and the general economic climate and Government legislation. The impact of this remains to be seen at this stage but is being closely monitored. The impact on income and expenditure likely to be affected by the inflationary increases will be taken into account during budget setting for 2023/24.
- 5.3 Any delay in anticipated capital receipts will mean that a higher level of temporary internal borrowing will be required. This can, however, be accommodated due to the level of cash reserves. There will be an opportunity cost by way of lost interest on sums invested. There remains a risk in the event of the need to borrow externally that the cost to the council would be significant due to the level of interest rates.
- 5.4 There are significant budget risks going forward: most immediately relating to inflation increases and pay costs and the resulting impact on income receipts and in the medium term linked to potential changes to the Business Rates system and Fairer Funding by Central Government (although this is now unlikely to materialise until 2024/25 and heightened by political uncertainty); government policy in relation to waste collection which is still under review; the potential impact of the power station closure (now 2024), and the Council’s commitment to the Freeport and Development Corporation.

- 5.5 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. Ratcliffe-on-Soar power station is due to close in 2024 however due to the successful appeal earlier this year the impact of the closure on the Council has been reduced. Furthermore, changes in Central Government policy influences Business Rates received and their timing, for example policy changes on small Business Rates relief.
- 5.6 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. Sufficient reserve levels are critical in ensuring the Council can withstand the financial shocks and maintaining sufficient reserves to address significant risks remains a key objective of the Council's Medium Term Financial Strategy and is good financial practice.

6 Implications

6.1 Financial Implications

Financial implications are covered in the body of this report.

6.2 Legal Implications

There are no direct legal implications arising from this report.

6.3 Equalities Implications

None.

6.4 Section 17 of the Crime and Disorder Act 1998 Implications

None.

7 Link to Corporate Priorities

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

8 Recommendations

It is RECOMMENDED that the Group notes;

- a) the expected revenue budget efficiency for the year of £1.723m and proposals to earmark this for cost pressures (para 4.1)

- b) the capital budget efficiencies of £3.908m including various re-profiling stated at paragraph 4.7, included in the MTFS to Full Council
- c) the expected outturn position for Special Expenses to be £3.2k below budget (para 4.5)
- d) considers whether scrutiny is required for identified exceptions.

For more information contact:	Peter Linfield Executive Manager - Finance and Corporate Services Tel: 0115 9148439 Email: plinfield@rushcliffe.gov.uk
Background papers available for Inspection:	Council 3 March 2022 – 2022-23 Budget and Financial Strategy Cabinet 12 July 2022 – Financial Outturn Report
List of appendices:	Appendix A – Revenue Outturn Position 2022/23 - December 2022 Appendix B – Revenue Variance Explanations Appendix C – Capital Programme 2022/23 December 2022 Appendix D – Capital Variance Explanations 2022/23 December 2022 Appendix E – Special Expenses Monitoring December 2022 Appendix F – Carry Forwards expected December 2022 Appendix G – Corporate Scorecard Appendix H – Operational Scorecard

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Revenue Outturn Position 2022/23 – December 2022

	Original Budget £'000	Revised Budget £'000	Projected Outturn £'000	Projected Outturn Variance £'000
Chief Execs	2,021	2,137	2,037	(73)
Development and Economic Growth	88	758	847	89
Finance & Corporate	4,330	4,155	3,287	(649)
Neighbourhoods	6,749	7,688	8,196	508
Sub Total	13,188	14,738	14,367	(371)
Capital Accounting Reversals	(1,895)	(1,895)	(1,895)	0
Minimum Revenue Provision	1,293	1,293	1,293	0
Total Net Service Expenditure	12,586	14,136	13,765	(371)
Grant Income (including New Homes Bonus)	(1,861)	(1,861)	(2,226)	(365)
Business Rates (including SBRR)	(3,958)	(3,958)	(4,945)	(987)
Council Tax	(7,667)	(7,667)	(7,667)	0
Collection Fund Deficit	4,365	4,365	4,365	0
Total Funding	(9,121)	(9,121)	(10,473)	(1,352)
Net Transfer to/(-)from Reserves	(3,465)	(5,015)	(3,292)	1,723
Amounts Committed from underspend				
Pooled Investments			(973)	(973)
Carry Forwards			(465)	(465)
Tree Preservation Works			(90)	(90)
Local Area Energy Planning			(75)	(75)
Planning Agency			(65)	(65)
Council Tax Support Fund			(30)	(30)
Sinking fund Bingham Leisure Centre sports track			(15)	(15)
Staffing Resource Elections			(10)	(10)
Total Committed from underspend			(1,723)	(1,723)
Net Budget (Deficit)/Surplus	(3,465)	(5,015)	(5,015)	(0)

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Revenue Variance Explanations

ADVERSE VARIANCES in excess of £25,000			
Service	Income / Expenditure Type	Reason	Projected Outturn Variance £'000
Crematorium	Income	Loss of income due to slippage in build	284
Planning & Growth	Employee Expenses	Planning agency (£330k), employee advertising (£26) offset by salary savings (£84k)	272
Depot & Contracts	Income	Bingham Leisure Centre delay	163
Property Services	Income	Bingham Offices delay and point vacancies	114
Streetwise	Income	Streetwise (external contracts)	89
Depot & Contracts	Employee Expenses	Agency (164k) offset by salary savings	66
Depot & Contracts	Transport Related Expenses	Older vehicle repairs, tyres	54
ICT	Employee Expenses	Agency	37
TOTAL ADVERSE VARIANCES > £25k			1,079
FAVOURABLE VARIANCES in excess of £25,000			
Service	Income / Expenditure Type	Reason	Projected Outturn Variance £'000
Financial Services	Income	Investment Income	(592)
Planning & Growth	Income	Increased planning applications	(170)
Economic Development	Supplies & Services	£100k underspend on growth boards (cfwd) £50k West Bridgford Town Centre accessibility study funded from UKSPF	(150)
Depot & Contracts	Third Party Payments	Surplus at Edwalton Golf Course	(97)
Financial Services	Supplies & Services	Contingency	(90)
Environmental Health	Income	Additional income £80k H4U checks.	(80)
ICT	Supplies & Services	Website surplus from c/f	(80)
Depot & Contracts	Income	Tanker, car parks	(67)

Planning Policy	Employee Expenses	Vacant posts	-(49)
Business Support Unit	Employee Expenses	Vacant posts	-(30)
Legal Services	Supplies & Services	Savings on external provision of legal & prof services	-(30)
TOTAL ADVERSE VARIANCES > £25k			(1,435)
OTHER MINOR VARIANCES			(15)
TOTAL VARIANCE			(371)

Capital Programme 2022/23 December 2022

EXPENDITURE SUMMARY	Current Budget £000	Projected Actual £000	Projected Variance £000	Explanations
Development and Economic Growth	15,847	13,334	(2,493)	Variance primarily arises from contingency sums for Bingham Hub not fully allocated; G & T Site £1m to be removed from the 2022/23 programme; anticipated savings on Cotgrave PHII; plus further re-phasing of works at Manvers Business Park
Neighbourhoods	5,754	4,794	(960)	Support for RHPs not wholly committed as options continue to be assessed; potential underspend on DFGs.
Finance & Corporate Services	363	317	(46)	Savings on Technical Infrastructure.
Contingency	259	0	(259)	Capital Contingency balance not yet allocated.
	22,213	18,455	(3,758)	
FINANCING ANALYSIS				
Capital Receipts	(4,301)	(4,721)	(420)	Savings projected on Cotgrave Ph II; DFGs variance; and unused contingency.
Government Grants	(2,964)	(2,936)	28	
Use of Reserves	(2,072)	(669)	1,403	Traveller Site Acquisition from NHB now 2023/24. Works on Investment Properties requested to be reprofiled to 2023/24.
Grants/Contributions	(2)	(9)	(7)	
Section 106 Monies	(1,374)	(870)	504	Release of S106s for Affordable Housing, commitments not yet identified.
Borrowing	(11,500)	(9,250)	2,250	Contingencies on Bingham Hub not fully allocated yet and potential savings on The Crematorium.
	(22,213)	(18,455)	3,758	
NET EXPENDITURE	-	-	-	

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Capital Variance explanations 2022/23 December 2022

CAPITAL PROGRAMME MONITORING - December 2022							
	Current Budget £000	Budget YTD £000	Actual YTD £000	Variance £000	Projected Actual £000	Variance £000	
DEVELOPMENT AND ECONOMIC GROWTH							
U10 Moorbridge Enhancements	50	50	47	(3)	50		Enhancements works nearing completion to accommodate SEL in-sourcing. Capital Contingency allocation £50k processed.
Manvers Business Park Enhancements	300					(300)	Re-profile works to 2023/24. May be cost pressures on resources/materials.
Colliers BP Enhancements	8	8	8		33	25	Opportunity to install new water supply pipework to mitigate liability issues, currently considering best options. Additional Barriers and Bollards needed. Works have been retendered and a site meeting has been arranged to finalise costs and contingency request this is expected to be around £25k
Traveller Site Acquisition	1,000					(1,000)	A grant application was made for costs totalling £1.914m with 50% funding £957k. The grant was not approved so this year's provision to be removed pending further investigation of other funding availability. The draft capital programme for 2023/24 contains £1m for site acquisition/development.
Cotgrave Phase 2	500	375	84	(291)	150	(350)	Main contract completed 2021/22. Peripheral works still to be commissioned: car charging points, teen shelters, landscaping, frontage works, bird netting, and water supply. Of the

CAPITAL PROGRAMME MONITORING - December 2022

	Current Budget £000	Budget YTD £000	Actual YTD £000	Variance £000	Projected Actual £000	Variance £000	
							£350 savings anticipated: £230k is needed for Cotgrave Leisure Centre Enhancements and £40k for Keyworth Leisure Centre Enhancements in 2023/24 as a result of Henry Riley Cost Analysis.
Bingham Leisure Hub	7,673	5,756	4,665	(1,091)	6,673	(1,000)	Potential to handover end January with opening planning February. Contract and RBC Contingency sums not fully committed and continue to be allocated as handover protracted. £730k of the variance will be earmarked for post opening enhancements.
Water Course Improvements							Works re-profiled to 2023-24 and packaged together with 2023-24 provision to achieve efficiencies. Potential to fund from UKSPF in 2023-24
The Point	240	97	29	(68)	240		Upgrade office lighting £150k nearing completion; balcony waterproofing ongoing investigation; and auto doors to be done.
Bingham Market Place Improvements	68				50	(18)	PO raised. Works planned Mar/April 2023; impacted by cold weather and material availability. Carry forward required.
The Crematorium	5,973	3,879	3,507	(372)	5,973	(150)	Total provision including purchase of the land £8.5m. Build is nearing completion. The cremator has been recently installed and tested. Potential cost pressures on the build being met from contract contingency.
Keyworth Cemetery	25				25		Surveys undertaken. Works to be agreed with the Diocese. Quotes being sourced.

CAPITAL PROGRAMME MONITORING - December 2022							
	Current Budget £000	Budget YTD £000	Actual YTD £000	Variance £000	Projected Actual £000	Variance £000	
	15,837	10,165	8,340	(1,825)	13,194	(2,643)	
NEIGHBOURHOODS							
Vehicle Replacement	1,284	1,262	1,047	(215)	1,338	54	3 Refuse Freighters, a 2nd hand glass recycler acquired. SEL plant and equipment bought as part of insourcing. New mowers also bought for SEL. Planned purchases: 1 Medical Waste and 1 Recycling Collection Box Vans; Electric Ford Transit; and 2 vehicles for RCP. Acceleration of £54k required from 2023/24 for meet costs of 2nd hand replacement MATBRO yard loader.
Support for Registered Housing Providers	556				52	(504)	Commitments £52k 2022/23: £16k for 50% due on Practical Completion for 2 units of affordable housing on Garage Sites Ph 2 (remaining 8 in 2023-24) and £36k 2 Affordable Rent units Ruddington. Commitments £64k 2023/24 for balance of Garage sites PLUS potential £400k for 4 units Nicker Hill. RBC has received £3.8m for land north of Bingham. £1.5m of this re-profiled to 2024/25 whilst options are being assessed. Cabinet 12.07.22 approved £500k Capital Receipts backed budget to be transferred to Mandatory DFGs.

CAPITAL PROGRAMME MONITORING - December 2022							
	Current Budget £000	Budget YTD £000	Actual YTD £000	Variance £000	Projected Actual £000	Variance £000	
Assistive Technology							The original £40k provision transferred to support spending pressures on Mandatory DFGs meaning there are no funds available to support the £40k planned investment in Smart Hubs. Other options for financing the Hubs are being assessed.
Discretionary Top Ups	100	75	43	(32)	100		Due to spending pressures on Mandatory DFGs, Cabinet 12.07.22 approved amendment of the policy to temporarily suspend use of the Discretionary pot until a review of the national formula allocation is undertaken.
Disabled Facilities Grants	1,003	752	550	(202)	740	(263)	Budget movement comprises: £56k brought forward; £40k provision from Assistive Technology and £25k from Warm Homes on Prescription (WHOP)diverted here; £102k from historic underspends; and an additional £500k from Support for RHPs as approved by Cabinet 12.07.22. £250k of this re-profiled to 2023/24.
Hound Lodge Enhancements	11	11		(11)	11		The future of Hound Lodge is currently being assessed. The original provision of £125k re-profiled to 2023/24 for enhancement works. Contingency allocation processed for £11k to meet costs of washers and dryers not planned in the original programme.
Arena Enhancements	155	105	8	(97)	115	(40)	£75k committed to upgrade reception and corridor floors. Remedial for upstairs showers

CAPITAL PROGRAMME MONITORING - December 2022							
	Current Budget £000	Budget YTD £000	Actual YTD £000	Variance £000	Projected Actual £000	Variance £000	
							complete, seals to be checked prior to redecoration works.
Car Park Resurfacing	215				200	(15)	Works out to tender; planned after Christmas with completion anticipated March/April. Potential underspend may be required to meet costs pressures for RCP.
CLC Enhancements							Agreed deferral of work until December 2023 to allow delivery of corporate priorities: Bingham Hub and The Crematorium. Cabinet 11.10.22 approved rephasing to 2023/24 Capital Programme.
EGC Enhancements							£30k re-profiled to 2023-24 pending options assessment.
KLC Enhancements							Agreed deferral of work until December 2023 to allow delivery of corporate priorities: Bingham Hub and The Crematorium. Cabinet 11.10.22 approved rephasing to 2023/24 Capital Programme.
BLC Improvements	97		3	3	40	(57)	Provision to support any emerging Health and Safety enhancements not fully committed. Need replacement boiler to support interim service delivery. Measures to address water ingress on roofs.
Gresham Sports Park Redevelopment	51	8	8		51		Allocated towards environmental improvements associated with the swale. New fencing provision undertaken.

CAPITAL PROGRAMME MONITORING - December 2022							
	Current Budget £000	Budget YTD £000	Actual YTD £000	Variance £000	Projected Actual £000	Variance £000	
Gamston Community Centre Enhancements Special Expense	13				8	(5)	To support any carbon reduction work. Contractor to be procured for polybead cavity wall insulation.
Lutterell Hall Enhancements Special Expense	77				50	(27)	Some minor enhancement work identified.
LAD2 Green Energy Grants	647	647	594	(53)	594	(53)	New initiative, fully funded by Government Grant. Scheme to facilitate external wall insulation, solar PV panels, and loft insulation in homes of non-standard construction. Commencing November, to be delivered in partnership with EON. Timescale has been extended due to COVID. Additional £240k awarded and received. Scheme complete £53k Government Grant repaid.
HUG and LAD3 Green Energy Grants	770				770		New initiative, fully funded by Government Grants. New Home Upgrade Grants and an extension of LAD2 (see above). Funds to be spent by 31 March 2023. 6 EWIs completed invoices awaited.
Gresham Sports Pavilion	32	22	9	(13)	32		Changing rooms and flooring options to be decided. Expenditure to date on height barrier alterations relating to EVCP. To be funded from Climate Change Reserve.
RCP Visitor Centre	542	492	384	(108)	604	62	Development works complete, opening ceremony took place October 2022. £44k additional budget adjustment to be processed for Benches and Shelters funded from UK Shared Property Fund and a Will Benefactor.

CAPITAL PROGRAMME MONITORING - December 2022

	Current Budget £000	Budget YTD £000	Actual YTD £000	Variance £000	Projected Actual £000	Variance £000	
							Additional £18k provision to be processed for diversion of Western Power high voltage cables funded from Climate Change Reserve as part of the EVCP. Extraction unit for cafe required and replacement furniture. May be budget pressures.
External Door/Window Upgrades Various Sites	46	7	2	(5)	20	(26)	To be undertaken ad hoc. Fountains Court done; Unit 10 Moorbridge to be done.
Alford Road Football Goals	10	10	3	(7)	3	(7)	Works complete. £7k underspend needed to support other WB Play Areas.
Capital Grant Funding	15				15		One final grant of £15k committed.
Adbolton Play Area Special Expense	85				5	(80)	Out to tender closing date 03.02.23. Works will start on site spring, expected completion now June. Carry forward required.
Boundary Rd Cycle Track Special Expense	3	3	3		3		Height barrier installed.
West Park Julien Cahn Pavilion Special Expense							Agreed deferral of work until December 2023 to allow delivery of corporate priorities: Bingham Hub and The Crematorium. Cabinet 11.10.22 approved rephasing to 2023/24 Capital Programme.
Skateboard Parks	40	40	40		40		Final Skatepark Grant £40k released to Keyworth PC.
Warm Homes on Prescription	2	2	3	1	3	1	The original £25k transferred to support spending pressures on Mandatory DFGs meaning there are no funds available to support WHOP this year. £3k residual spent

CAPITAL PROGRAMME MONITORING - December 2022							
	Current Budget £000	Budget YTD £000	Actual YTD £000	Variance £000	Projected Actual £000	Variance £000	
							projected met by a budget adjustment from historic underspends on BCF.
	5,754	3,436	2,697	(739)	4,794	(960)	
FINANCE & CORPORATE SERVICES							
Information Systems Strategy	363	215	129	(86)	317	(46)	Rollout of the ICT Alignment Strategy to meet business needs and embrace changing technology. Cloud Based Solutions now being assessed. Savings projected on Technical Infrastructure.
Streetwise Loan 2022/23							Loan not required. Cabinet 11.10.22 approved transfer provision to Capital Contingency to support the insourcing of Streetwise.
	363	215	129	(86)	317	(46)	
CONTINGENCY							
Contingency	259					(259)	£150k original estimate bolstered by £150k Streetwise Loan not required from 2021/22 and £206k unspent contingency in 2021/22. Cabinet 11.10.22 approved a further £150k to be tipped in from SEL Loan 2022/23 not required. £25k to be requested for Colliers Business Park. A net allocation of £336k processed to cover the acquisition of VPE from SEL. £50k allocation for U10

CAPITAL PROGRAMME MONITORING - December 2022							
	Current Budget £000	Budget YTD £000	Actual YTD £000	Variance £000	Projected Actual £000	Variance £000	
							Moorbridge and a further sum of £11k for Hound Lodge.
	259					(259)	
	22,213	13,816	11,166	(2,650)	18,455	(3,758)	

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Special Expenses Monitoring December 2022

Budget Monitoring for Special Expense Areas - Quarter 3				
	2022/23 Original	Forecast P6	Forecast Variance	Reasons for variance
	£	£	£	
West Bridgford				
Parks & Playing Fields	437,500	436,650	(850)	
West Bridgford Town Centre	91,400	93,200	1,800	Christmas Lights Events
Community Halls	78,500	74,400	(4,100)	NDR Savings at Lutterell Hall
Annuity Charges	94,000	94,000	0	
RCCO	75,000	75,000	0	
Sinking Fund (The Hook)	20,000	20,000	0	
Total	796,400	793,250	(3,150)	
Keyworth			0	
Cemetery	7,900	7,900	0	
Annuity Charge	1,300	1,300	0	
Total	9,200	9,200	0	
			0	
Ruddington			0	
Cemetery & Annuity Charges	11,100	11,100	0	
Total	11,100	11,100	0	
TOTAL SPECIAL EXPENSES	816,700	813,550	(3,150)	

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Carry Forwards

Description	Amount
Ukrainian PRS Support - balance to be rolled forward	178,000.00
H4U Income re sponsor home visits (£64k invoiced so far to be rechecked before carry forward)	64,000.00
EGC Wildlife areas Paul Philips 2023-24 £5k and 2024-25 £5k	10,000.00
Website carry forward from 21/22 now funded form capital. Carry forward required for Backup fully managed solution which can no longer be capitalised.	80,000.00
Economic regeneration growth board	78,000.00
Uniper funding underspend	35,000.00
Neighbourhood planning grant Ruddington	20,000.00
Total carry forwards	465,000.00






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Guide to symbols

Tasks










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







Performance Indicators

PI Status		
	Alert	Performance is more than 5% below the target
	Warning	Performance is between 5% and 1% below the target
	OK	Performance has exceeded the target or is within 1% of the target
	Unknown	No data reported or data not due for this period (reported annually)
	Data Only	A contextual indicator, no target is set
		Performance potentially impacted by COVID-19 pandemic





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

Strategic Tasks

Status	Ref.	What are we doing	Due date	Progress
Efficient Services				
	ST1923_08	Include digital principals in our communications and ways of undertaking business	2023	<div style="width: 40%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 40%
	ST1923_10	Deliver our Medium-Term Financial Strategy and Corporate Strategy	2023	<div style="width: 86%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 86%
Environment				
	ST1923_17	Support the delivery of more sustainable development across the Borough through the introduction of new design guides, implementation of actions from the Planning Reform (once published) and lobbying Government	2023	<div style="width: 50%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 50%
	ST1923_19	Implementation of proposals from the Resources and Waste Strategy for England	2025	<div style="width: 0%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 0%
Quality of Life				
	ST1923_02	Support the continued development of existing local growth boards for Cotgrave, Radcliffe on Trent, Bingham, East Leake and West Bridgford	2023	<div style="width: 84%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 84%
	ST1923_04	Review and implement the Council's Leisure Strategy in relation to Leisure and Community Facilities	2023	<div style="width: 95%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 95%
	ST1923_05	Facilitate the development of a Crematorium in the Borough by 2022	2022	<div style="width: 95%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 95%
	ST1923_23	Delivery of the Equality, Diversity and Inclusion scheme action plan	2024	<div style="width: 0%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 0%
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	<div style="width: 95%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 95%

Status	Ref.	What are we doing	Due date	Progress
	ST1923_12	Support the delivery of employment land on all 6 strategic sites in Rushcliffe and sites allocated through the Local Plan	2028	<div style="border: 1px solid black; width: 100px; height: 15px; background-color: #e6f2ff; text-align: center;">25%</div>
	ST1923_13	Support the delivery of improved transport infrastructure e.g. A46, A52, A453 Corridors	2023	<div style="border: 1px solid black; width: 100px; height: 15px; background-color: #e6f2ff; text-align: center;">95%</div>
	ST1923_15	Support the delivery of affordable housing in the Borough, working with developers, providers and private landlords	2023	<div style="border: 1px solid black; width: 100px; height: 15px; background-color: #e6f2ff; text-align: center;">90%</div>
	ST1923_18	Review Local Plan Part 1 – Core Strategy in partnership with Greater Nottingham Housing Market Area	2024	<div style="border: 1px solid black; width: 100px; height: 15px; background-color: #e6f2ff; text-align: center;">55%</div>
	ST1923_20	Coordinate Rushcliffe’s involvement in the Development Corporation and Freeport to support the redevelopment of the Ratcliffe on Soar site	2024	<div style="border: 1px solid black; width: 100px; height: 15px; background-color: #e6f2ff; text-align: center;">84%</div>
	ST1923_22	Implementation of proposals from new planning legislation	2023	<div style="border: 1px solid black; width: 100px; height: 15px; background-color: #e6f2ff; text-align: center;">0%</div>

Completed Tasks








Status	Ref.	What are we doing	Completed
	ST1923_01	Develop the Chapel Lane site in Bingham, including a new Leisure Centre, Community Hall and Office	February 2023
	ST1923_03	Respond to any proposals from the Resources and Waste Strategy for England	August 2020
	ST1923_06	Working with Rushcliffe Roots and Rushcliffe CCG, deliver a targeted events and health development programme across the Borough	March 2021
	ST1923_07	Relocate our R2Go service and Streetwise Environmental Ltd	December 2019
	ST1923_09	Relocate the Rushcliffe Community Contact Centre in West Bridgford	February 2020
	ST1923_14	Review the asset (property) management plan	March 2020
	ST1923_16	Refresh our carbon management plan and establish a carbon neutral target	May 2020
	ST1923_21	Support the recovery of local businesses and communities from the impacts of COVID	March 2022

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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	Q3 2022/23			2022/23	2021/22
			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	£0.039m	£0.06m		£0.327m	£0.359m
This is in the context of a budget position where there are other significant budget efficiencies as reported at Quarter 2 to both Cabinet and COG. A balanced budget will be achieved.							
	LIFCS16	Percentage of residents believing the council provides value for money	-	-	-	No survey	42%
	LIFCS49	Percentage of residents satisfied with the service the Council provides	-	-	-	No survey	59%
	LIFCS62	Percentage increase in self-serve transactions	1.23%	-1%		-1%	-0.13%
	LIFCS63	Percentage of residents satisfied with the variety of ways they can contact the Council	-	-	-	No survey	59%

















Environment







Status	Ref.	Description	Q3 2022/23			2022/23	2021/22
			Value	Target	Long Trend	Target	Value
	LINS17	Percentage of residents satisfied with the refuse and recycling service	-	-	-	No survey	81.0%
	LINS18	Percentage of household waste sent for reuse, recycling and composting	Awaiting data	53.01%		50.00%	47.80%
	LINS23	Residual waste collected per household, in kilos	Awaiting data	360.00		480.00	499.00

Quality of Life








Status	Ref.	Description	Q3 2022/23			2022/23	2021/22
			Value	Target	Long Trend	Target	Value
	LINS32	Average number of weeks for all Home Search applicants to be rehoused through Choice Based Lettings	34 weeks	52 weeks		52 weeks	40 weeks
	LINS51	Number of leisure centre users - public	Awaiting data	714,718		962,860	944,274
	LINS72b	Percentage usage of community facilities	Awaiting data	50%		50%	39.66%







Sustainable Growth

Status	Ref.	Description	Q3 2022/23			2022/23	2021/22
			Value	Target	Long Trend	Target	Value
	LIDEG 02	Processing of planning applications: Major applications dealt with in 13 weeks or agreed period	71.00%	70.00%		70.00%	72.34%
	LIDEG 03	Percentage of non-major applications dealt with in 8 weeks or agreed period	82.4%	80%		80%	67.9%
	LIDEG 05	Percentage of appeals allowed against total number of Major planning applications determined by the authority	0%	10%		10%	0%
	LIDEG 18	Contributions received as a percentage of current developer contributions	42.38%	No target		No target	36.29%
	LIDEG 19	Value of future developer contributions to infrastructure funding	£34.43m	No target		No target	£36.96m
	LIDEG 32	Supply of ready to develop housing sites	No data available			No target	178.0%
	LIDEG 33	Number of new homes built	No data available			No target	1,010
	LIDEG 34	Area of new employment floorspace built (sq mtrs)	No data available			No target	14,048 sq m
	LIDEG 35	Number of Neighbourhood Plans adopted	0	-		No target	3
	LIDEG 36	Percentage of homes built on allocated sites at key rural settlements	No data available			No target	23.6%

	LIDEG 37	Percentage of new homes built against the target within the Local Plan	No data available			No target	42.6%
	LIDEG 40	Percentage of RBC owned industrial units occupied	98.82%	96%		96%	97.23%
	LIDEG 41	Level of income generated through letting property owned by the Council but not occupied by the Council	£1.298m	£1.298m		£1.731m	£1.666m
	LINS24	Number of affordable homes delivered	Awaiting data	150		200	175

Performance Indicators - Operational Scorecard

Status	Ref.	Description	Q3 2022/23			2022/23	2021/22
			Value	Target	Long Trend	Target	Value
	LIDEG01	Percentage of householder planning applications processed within target times	59.70%	80.00%		80.00%	52.60%
<p>We are still relying on extensions of time to ensure that applications are processed. The figures for December will be slightly lower given we lost one week due to Christmas closures, the clock does not 'stop' for bank holidays/office closures and therefore 5 working days were lost. Overall, we are seeing signs of applications received decreasing. This combined with full staff leads us to expect a rise in number of applications processed within time and this is being closely monitored.</p>							
	LIDEG04	Percentage of applicants satisfied with the Planning service received	-	-	-	No survey	44%
	LIDEG06	Percentage of appeals allowed against total number of Non-Major planning applications determined by the authority	0.5%	10%		10%	0.6%
	LIDEG17	Percentage of planning enforcement inspections carried out in target time	78.3%	80%		80%	78.05%

Status	Ref.	Description	Q3 2022/23			2022/23	2021/22
			Value	Target	Long Trend	Target	Value
	LIFCS10	Percentage of invoices for commercial goods and services which were paid by the authority in payment terms	98.01%	98.00%		98.00%	99.12%
	LIFCS20	Percentage of Council Tax collected in year	85.33%	86.54%		99.10%	99.10%
	LIFCS21	Percentage of Non-domestic Rates collected in year	87.32%	82.55%		99.20%	99.30%





Status	Ref.	Description	Q3 2022/23			2022/23	2021/22
			Value	Target	Long Trend	Target	Value
	LIFCS22a	Average number of days to process a new housing benefit claim	10.12	14		14	11.67
	LIFCS22b	Average number of days to process a change in circumstances to a housing benefit claim	3.35	5		5	2.49
	LIFCS22c	Average number of days to process a new council tax reduction claim	13.29	19		19	13.03
	LIFCS22d	Average number of days to process a change in circumstances to council tax benefit claim	2.07	5		5	2.12
	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	98.00%	95.00%		95.00%	97.00%
	LIFCS50	Number of complaints received by the council at initial stage	36	No target		No target	57
	LIFCS52	Percentage of complaints responded to within target times	88.6%	95.0%		95.0%	98.2%















Current performance of 88.6% against a target of 95% - complex complaints and escalations are increasing the amount of time officers need to respond to complaints – additionally, staff shortages in planning have impacted on this PI. It is worth noting that a low overall number of complaints make single delays a disproportionate percentage.














	LIFCS56	Percentage of visitors satisfied by their website visit	Not due	60.0%	-	60.0%	No survey
	LIFCS60	Percentage of users satisfied with the service received from the Rushcliffe Customer Service Centre	100.0%	95.0%		95.0%	100.0%
	LIFCS61a	Percentage of calls answered in 60 seconds (cumulative)	46%	70%		70%	-

The figure is a cumulative and the current figures is affected by much higher volumes of calls in quarters one and two. The SLA was exceeded on average over the three months and the Customer Access Strategy is continuing to address ways to reduce calls.

Although year to date performance is below the target, recent reductions in the number of calls has seen an improvement from 46% in quarter 2 to 56% in quarter 3.

Status	Ref.	Description	Q3 2022/23			2022/23	2021/22
			Value	Target	Long Trend	Target	Value
	LIFCS64	Percentage of customer face to face enquiries to Rushcliffe Customer Service Centre responded to within 10 minutes	100%	85%		85%	100%
	LIFCS65	Percentage of telephone enquiries to Rushcliffe Customer Service Centre resolved at first point of contact	95%	87%		87%	95%

Status	Ref.	Description	Q3 2022/23			2022/23	2021/22
			Value	Target	Long Trend	Target	Value
	LINS01	Percentage of streets passing clean streets inspections	Awaiting data	97.5%		97.5%	96.9%
	LINS02	Percentage of residents satisfied with the cleanliness of streets within the Borough	-	-	-	No survey	67%
	LINS05	Percentage of residents satisfied with the cleanliness and appearance of parks and open spaces	-	-	-	No survey	71%
	LINS06	Cumulative number of fly tipping cases (against cumulative monthly comparison for last year)	700	1037		1390	1039
	LINS14	Average NOx level for Air Quality Management Areas in the Borough	33µg/m ³	40µg/m ³		40µg/m ³	32µg/m ³
	LINS21a	Percentage of eligible households taking up the green waste collection service	Awaiting data	-	-	72%	72%
	LINS25	Number of households living in temporary accommodation	9	25	-	25	11
	LINS26a	Number of homeless applications made	32	50		100	37
	LINS29a	Number of successful homelessness preventions undertaken	74	36		72	118

Status	Ref.	Description	Q3 2022/23			2022/23	2021/22
			Value	Target	Long Trend	Target	Value
	LINS31a	Percentage of applicants within Bands 1 and 2 rehoused within 26 weeks	74%	58%		58%	66%
	LINS37	Domestic burglaries per 1,000 households	4.77	10.50		14.0	10.27
	LINS38	Robberies per 1,000 population	0.20	0.28		0.38	0.42
	LINS39	Vehicle crimes per 1,000 population	3.88	5.28		7.0	4.45
	LINS73a	Income generated from community buildings	£73,356	£81,450		£108.6k	£63,621
Whilst slightly below target, our new online booking system is up and working well and supported by a marketing campaign we hope to see a further increase in income and bookings across all buildings							
	LINS73b	Income generated from parks, pitches and open spaces	£105,812	£120k		£160k	£155.7k
Whilst slightly below target all facilities continue to be well used and it is hoped income will continue to increase as football pitch bookings and use of Gresham continues over the football season.							
	LINS75	Number of new trees planted	Not due	-	-	2,000	2,158

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Corporate Overview Group

Tuesday, 21 February 2023

Review of 2019-2023 Strategic Tasks

Report of the Director – Finance and Corporate Services

1. Purpose of report

- 1.1. The Council's current Corporate Strategy is due to expire later this year. It is therefore timely to review the strategic actions within the Strategy and think ahead to the new Strategy.
- 1.2. The Corporate Overview Group are invited to review progress towards the corporate priorities set in September 2019 and provide officers with any ideas they have for future priorities or actions.

2. Recommendation

It is RECOMMENDED that the Corporate Overview Group:

- a) Review the progress reported against each strategic action set in the 2019-2023 Corporate Strategy.
- b) Make suggestions as to future actions that could be included in the 2023-2027 Corporate Strategy to be drafted later this year.

3. Reasons for Recommendation

- 3.1. The Corporate Strategy highlights the Council's corporate priorities and the strategic actions it is planning to undertake to implement change in those priority areas.
- 3.2. It is important that Councillors take the opportunity, as the end of the Corporate Strategy period approaches, to reflect on the progress made and consider the future direction of the Council.

4. Supporting Information

- 4.1. The Council's Corporate Strategy 2019-2023 was adopted at Council on 19 September 2019. It contained four corporate priorities:
 - Quality of Life
 - Efficient Services
 - Sustainable Growth
 - The Environment.

- 4.2. It was supported by an action plan containing seventeen strategic actions designed to deliver improvements in line with the Council's corporate priorities. These have been reviewed quarterly by the Corporate Overview Group as part of their monitoring of the Council's finances and performance.
- 4.3. As a 'living' Strategy, six additional tasks have been added to the action plan through the period of the Strategy as others have been completed and removed.
- 4.4. The table in Appendix One provides a detailed summary of what action has been taken as a result of each strategic action and the impact of that action within the Council's identified priority area.
- 4.5. In addition to the large-scale projects delivered within the Corporate Strategy period, the decision was taken to insource the Council's Streetwise service with effect from 1 September 2022. This was a significant piece of work involving a complex project plan that also addressed the transfer of all staff back into the Council. The service is beginning to settle back down as an inhouse service, and a new business plan is being developed over 2023/24 to assess how Streetwise can grow and generate income whilst concentrating its services more locally to have a greater impact on the Rushcliffe place. We are continuing to support local town and parish councils and are looking to work with key partners moving forward whilst maintaining a consistent and high standard of service delivery across the range of services Streetwise provide.
- 4.6. A successful Streetwise service will help ensure Rushcliffe remains a great place to live, keeping communities free of litter and clean and pleasant areas, green areas and parks and recreational facilities to spend time with family and friends. The service is looking to work closely with town and parish councils and key partners and to concentrate its efforts on the Rushcliffe place, before looking to grow and expand in other areas. We will look to work with volunteer groups and build and grow a network of community litter picking champions offering support to groups who want to make an impact in their area.
- 4.7. The Group are also reminded that this Corporate Strategy has been delivered against the backdrop of the Covid-19 pandemic, cost of living crisis and unrest in the Ukraine which has had an impact on energy costs and building supplies.
- 4.8. The Group is asked to consider whether:
 - The Council has made the progress it intended during the Corporate Strategy period
 - The identified strategic actions have had the desired impact and made improvements in the Council's Corporate priority areas
 - Individual actions remain incomplete and should be rolled forward into the new Strategy or dealt with in a different way
 - The Council's corporate priorities should remain the same or if changes are needed
 - Group members have suggestions for potential strategic actions for the next Corporate Strategy

- Group members have suggestions for potential scrutiny topics for the next cycle of meetings.

5. Risks and Uncertainties

- 5.1. There are no risks and uncertainties directly tied to the content of this report. The Council could choose not to review progress towards its strategic actions but this is not good practice and could lead to resources being spent without corresponding and positive community impacts.

6. Implications

6.1. Financial Implications

There are no financial impacts connected to the content of this report.

6.2. Legal Implications

There are no legal impacts connected to the content of this report.

6.3. Equalities Implications

There are no equalities impacts connected to the content of this report.

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

There are no crime and disorder impacts connected to the content of this report.

7. Link to Corporate Priorities

Quality of Life	The delivery of the strategic tasks contained within the action plan to the Corporate Strategy 2019-23 support all of the Council's identified Corporate Priorities.
Efficient Services	
Sustainable Growth	
The Environment	

8. Recommendations

It is RECOMMENDED that the Corporate Overview Group:

- Review the progress reported against each strategic action set in the 2019-2023 Corporate Strategy.
- Make suggestions as to future actions that could be included in the 2023-2027 Corporate Strategy to be drafted later this year.

For more information contact:	Charlotte Caven-Atack Service Manager – Corporate Services ccaven-atack@rushcliffe.gov.uk
Background papers available for Inspection:	Council report ' Corporate Strategy 2019-2023 ' September 2019
List of appendices:	

Review of Strategic Tasks 2019-2023

Quality of Life Corporate Priority

Develop the Chapel Lane site in Bingham including a new leisure centre, community hall and office space by 2022	
Progress Report	Outcomes / Community Impact
<p>This ambitious capital funded project to build a new leisure centre, community hall and adjacent business units has recently been completed. Started in early 2019, it missed its original target date of May 2022 because of the global pandemic, the impact of the war in Ukraine and the cost-of-living crisis on supply chains, building materials and utilities. However, progress has been substantial, and to the new Leisure centre and Jubilee Community Hall opened to the public on Monday 20 February. Work has begun to decommission the old leisure centre pool and gym on the Toot Hill School site with the sports hall and outdoor pitches and track continuing to available for use by the public. A Member Working Group has met regularly throughout the project. Whilst this project has been delayed it has been delivered on budget. This is a significant achievement, and it is believed that if the scheme was to be tendered for now it would be much more expensive.</p>	<p>The growing community of Bingham and the surrounding area will have access to a state-of-the-art replacement leisure centre with 6-lane 25m gala standard competition swimming pool, 80 station gym and multiple exercise and spin studios. A brand-new community facility named Bingham Jubilee Community Hall will serve community groups, large scale gatherings and classes as well as theatre and dance productions. The facility has been built to the highest environmental standards currently available. Also on site are 12 new business units and a collaborative working space – several have already been let with keen interest in more. These offer local people high quality office space within the local community.</p>
Support the continued development of existing local growth boards for Radcliffe on Trent, Bingham, East Leake and West Bridgford; and create a new board for Fairham	
Progress Report	Outcomes / Community Impact
<p>The Growth Boards continue to meet regularly. Recent areas of focus include:</p>	<p>The Growth Boards were established in 2015 and bring together local stakeholders to work together on positive plans for areas of the Borough.</p>

- East Leake discussed S106 and CIL allocations for the area to support delivery of the required infrastructure improvements in the area.
- West Bridgford received an update on recent work done to look at accessibility on Central Avenue as well as the enhanced promotional activity for the town through West Bridgford Way. The Board are refreshing their action plan.
- Bingham received an update on the studies completed so far to explore the possibility of a long stay car park in the town.
- Radcliffe on Trent welcomed the improvements to the grounds at the Grange which was part funded by the Growth Board.
- Fairham has a focus on the development site with updates provided to local ward members and parish councils on progress.

Each Board has an action plan and key areas of focus that have been identified by Board members and their respective organisations.

The Growth Boards have directly supported some important local initiatives including:

Contributing towards the cost of enhancements to the Grange Grounds at Radcliffe on Trent. This creates a space for holding events that will drive up footfall in the village as well as improving community cohesion.

A high-street manager was employed to support all towns/villages in the Borough for a period of time. They actively engaged with all high street businesses creating a sense of community and a supportive environment for those businesses to continue to thrive. In East Leake the Growth Board have helped to secure support from STW for significant investment in the area, the Board raised the profile of the issues in the village to ensure the right solution for local residents. Additionally, the Council assisted to secure CIL funding as part of the Growth Board to build a new sports pavilion. At the Fairham Board the local Parish Councils have the opportunity to hear progress on the new development site and also share their views to help inform future phases including on sustainability measures being incorporated. This focus helps to ensure the development that is delivered is aligned to the original aspirations of the Council for the site.

This work is ongoing.

Review the Council's community facilities to ensure they meet the community need and contribute to the Council's property portfolio

Progress Report	Outcomes / Community Impact
<p>Rushcliffe Borough Council has an up-to-date Leisure Facilities Strategy 2017-2027 to guide future provision to ensure that facilities continue to meet the needs of residents and contribute to community wellbeing. Cabinet approved and adopted a revised strategy following a 'mid-term' review of the strategy in December 2022. Significant progress has been made over the past few years with the development of Bingham Arena and new facilities at Gresham Sports park, support for our leisure provider throughout the pandemic and various upgrades of skateparks around the Borough, enhancements to children's play areas and the conversion of Studio 3 at the Arena into a multifunctional space for group exercise.</p> <p>Moving forward the Strategy will focus on six key aims:</p> <ul style="list-style-type: none"> • Retain five indoor leisure facilities and ensure they are fit for the future • Supporting partners/parishes to deliver the priority projects within the Playing Pitch Strategy • Addressing inequalities in participation • Working in partnership with local health services to support 'the inactive' into regular activity • Maintaining the existing local standards for provision of open space, children's' play and allotments • Creating more outdoor wellbeing opportunities including walking and cycling throughout the Borough to encourage Active Travel and support our carbon neutral ambitions. 	<p>The Council's continued investment in its leisure portfolio has allowed the contract with Parkwood Leisure to be renegotiated bringing additional financial benefit to the Council.</p> <p>The replacement of the Council's oldest leisure at Bingham Leisure Centre with a fantastic modern centre with a 25-meter competition ready pool, gym and fitness spaces and a Jubilee Community Hall which can be booked for community events. These facilities will encourage greater participation in sport and social activities and reduce our carbon footprint through the use of energy saving measures.</p> <p>The public will also continue to be able to use the sports hall and outdoor facilities including the running track at Bingham Leisure Centre through the development of a revised joint use arrangement with the school academy.</p> <p>The development at Gresham Sports Park which includes the installation of a second 3G pitch, the resurface of the existing 3G pitch, grass pitch improvements and pavilion upgrade has seen an increase in overall usage and pleasingly by specific groups such as such as women and girls, disability sport groups and targeted groups at risk of offending.</p> <p>The commitment to wider sports and young people has been demonstrated through financial support to secure the improvement of five concrete skate parks – East Leake, The Hook - Lady Bay, Radcliffe-On-Trent, Rushcliffe Country Park and Keyworth. These have quickly become popular and well used facilities and have been identified as national best practice in terms of collaborative design with users.</p>

Development of new and enhanced children's play facilities across the Borough based on the adopted 'spatial standards of provision'

The Council has helped to financially support further 3G facility development at Platt Lane in Keyworth and pavilion development at Costock Road in East Leake. Both schemes have had a positive impact on community use, engagement and helping to secure the viability and success of the clubs that use them.

The Council's continued investment in improving and maintaining all types of leisure facilities has seen the resurfacing of Bingham athletics track including repairs to the steeplechase, long jump and sandpits. This brings benefits to the clubs and users of these facilities and helps to nurture the next generation sporting talent.

The importance of outdoor space and exercise was highlighted during the pandemic and in response the Council has developed a walking and cycling action plan to encourage the use of its land and open spaces along with promoting active travel and supporting the Council's Carbon Reduction objectives.

The successful creation of Studio 3 at Rushcliffe Arena following a post Covid-19 review of the indoor bowls hall, has resulted in a large multi-functional space which has allowed larger group exercise classes to take place, wellbeing activities and events. This has been a key factor in supporting the Parkwood Covid 19 recovery plan and increasing benefits for leisure users.

The Council has refurbished the Education Centre at Rushcliffe Country Park which includes the introduction of a café and Changing Places toilet, new audio-visual equipment to support

	additional meeting room bookings and a historical visual and audio interpretation display of the site history which visitors can enjoy.
Facilitate the development of a new Crematorium in the Borough by 2022	
Progress Report	Outcomes / Community Impact
<p>Substantial project to design, build and deliver a new Crematorium for the Borough to meet the needs of the growing population. Started in 2019, this £8.5m project has involved the purchase of land, a planning appeal, the appointment of designers and contractors, investigations into equipment and processes, as well as the recruitment and training of a new team for the Council. Supply of building materials and utilities have also been subject to delays as outlined above. The building is nearly complete with opening currently expected in April 2023.</p>	<p>Rushcliffe Oaks will deliver a new service for the Council focused on providing residents with choice, personal care and discretion at a very sensitive and difficult time. Rushcliffe Oaks will also provide landscaped gardens and wildflower meadow for quiet reflection for the community and residents, along with enhancing biodiversity. Built to high environmental standards, including a green sedum 'living roof', the site provides an additional habitat for wildlife and allowing the building to blend into the environment.</p> <p>Sustainability was an important factor in the design of the facility and the building will be served by its own solar panels. Low level energy-efficient lighting reduces power consumption and minimises light pollution and a secondary heat exchange provides warmth to the building. The crematory hall is one of the first in the country to use all-electric technologies, reducing CO2 emissions by up to 85% over traditional gas equivalents.</p> <p>Within the car park there is infrastructure for electric car parking charging points which we intend to install in the future.</p>
Deliver a targeted events and health development programme across the Borough (Rushcliffe Roots and the Rushcliffe Clinical Commissioning Group)	
Progress Report	Outcomes / Community Impact
<p>Rushcliffe Roots was a food environment scheme devised as a joint partnership between Rushcliffe and the Nottinghamshire</p>	<p>Schemes such as Rushcliffe Roots help in promoting partnership working whilst focussing on what is important for our residents,</p>

Clinical Commissioning Group that ran 2019-2020 to help people learn about food from farm to fork and improve access to healthy, local, sustainable food. It supported the establishment of the Cotgrave Super Kitchen, Cotgrave Community Garden plus education work at events and visits to nature sites such as Farm Eco at Screveton. Post- Covid our food focus has changed to redistribution schemes - social eating, community kitchens, community gardens, food banks etc which are being brought together under a new umbrella partnership group called Feeding Rushcliffe which was established in December 2022.

Reach Rushcliffe is a council run scheme that allows for various local organisations and charitable groups to access funding to support their projects. To date the scheme has supported 25 schemes across the Borough with a total financial commitment of £45,000. Many of these projects have supported health development across the Borough and support has been sort and agreed for projects such as Men in Sheds, Open Minds, Move and Mingle, Eat Greet and Meet, Cruse bereavement and Rushcliffe CVS amongst others. Many of these schemes aim to help in promoting inclusion and preventing social isolation as well as offering support in relation to mental health and well being

Rushcliffe events programme continues to flourish following the impact caused by the pandemic

Regular annual events such as the ever-popular Lark in the Park, Rushcliffe Proms and the Christmas Light turn on continue to go from strength to strength and are supported by other events that have proved equally as successful such as the Summer Outdoor cinema events held in Bridgford park for the last two years

helping in health and well-being and promoting sustainability as well as actively promoting and sign posting other support groups throughout Rushcliffe

Reach Rushcliffe is acting as a conduit to help local groups grow and flourish and support those at need in their communities. Many are the most vulnerable and schemes help support inclusion and offer opportunities to those who may be facing challenges, to meet other likeminded individuals and develop new friendships and interests

The support for groups supporting community food and social isolation initiatives ensured the Borough was well placed to mobilise community groups in response to the Covid Pandemic with this work now pivoting to provide resilience to groups and families that are struggling with the cost of living crisis

The Council's events programme helps to promote Rushcliffe as a Great Place to live. Many of the events are aimed at families and attract large numbers of attendees which help to support the local economy and local business.

The Tour of Britain will once again have placed Rushcliffe on the map with live television coverage and communities supporting such events in a variety of ways helping to bring entire communities together. Such large level events will bring investment into the local areas and economy

Our annual awards event helps celebrate the great and good across the Borough and recognises those who have been nominated by their local communities.

<p>The Celebrating Rushcliffe Awards have continued to grow and with its new location moved to Studio 3 at Rushcliffe Arena the last two years have seen the event grow further to celebrate the Borough’s wonderful volunteers, businesses, organisations, environmentalists and the best of its health and wellbeing, sport and food and drink sectors.</p> <p>Following the success of the Tour of Britain’s first visit to Rushcliffe in 2018 the tour once again set off from Central Avenue across our community as part of the Nottinghamshire 2022 leg of the Tour of Britain.</p>	
<p>NEW Action: Delivery of the Equality, Diversity and Inclusion scheme action plan</p>	
<p>Progress Report</p>	<p>Outcomes / Community Impact</p>
<p>An officers’ group has been established to oversee delivery of the action plan. A report to Corporate Overview Group was provided on progress in May 2022 and a further update will be given in 2023. Activity to date includes:</p> <ul style="list-style-type: none"> • Work to re-establish the Rushcliffe Community Cohesion Network • Creation of an Inclusive Language Guide for staff and Councillors • Democracy event hosted for students from Toothill School • BSL training for Customer Services staff • Review of recruitment policy and procedure • Making the Council website fully accessible. 	<p>The Equalities Scheme for 2021-25 builds on the previous Scheme to reflect the changes in society to ensure it is relevant to all. It also aims to broaden its focus to take account of inclusion, in addition to objectives relating to equality and diversity. Inclusion is fundamentally about individual experience and allowing everyone to access services and feel part of the Borough. Inclusion gives diversity impact and drive towards a place where all residents, elected members and all Council employees are empowered to thrive - inclusion is relevant for everyone.</p> <p>The aims of the Scheme are:</p> <ul style="list-style-type: none"> • We want Rushcliffe to be a welcoming place for everyone • We want our services to be easy to access for all • We will treat people fairly and aim to meet individual needs

	<ul style="list-style-type: none"> • We aim to make Rushcliffe a place where everyone can achieve their potential. <p>By establishing an officer steering group to oversee this work, the Council has taken a proactive step to ensure it achieves these aims and continues to listen and adapt as required.</p> <p>This is an ongoing task.</p>
NEW Action: Support the recovery of local businesses and communities from the impacts of COVID	
Progress Report	Outcomes / Community Impact
<p>Support was provided to local businesses and communities throughout the pandemic. A detailed report outlining this support was presented to Corporate Overview Group in May 2022, this followed regularly updates to Cabinet throughout the pandemic.</p> <p>Support included:</p> <ul style="list-style-type: none"> • Support for the community support hubs • Loneliness and socially isolated activity packs • Delivery of the Holiday Activities and Food programme • Funding for sports clubs • Community grants including those provided by Government and administered by Rushcliffe and also Reach Rushcliffe to support community groups • Dedicated page on the RBC website – one for business and one for community • 10 business support webinars were held with expert consultants providing advice and support • 24 businesses received one to one business support from retail and PR consultants 	<p>Covid-19 had a significant impact on all our lives. The Borough Council took proactive steps to minimise its impact on our local communities and businesses.</p> <p>The community response to Covid in Rushcliffe was incredible with many people volunteering their time to support those more vulnerable in their communities. Many groups that were established during Covid continue to support local residents now.</p>

<ul style="list-style-type: none"> • Shop local shop safe communications campaign • Enhanced summer events programme in West Bridgford to encourage people back into the town centre. <p>Improvements to the appearance of town centres including new planters in Bridgford Park, lighting at Eaton Place in Bingham and improvements to seating areas on Gordon Square.</p> <p>The pandemic also brought additional responsibilities in terms of compliance with emerging and often changing legislation. Overall, compliance levels amongst businesses were very high and this was helped significantly by the advice and support provided by the Council. In total, the Council served 23 fixed penalties on businesses found to be in breach of Covid regulations and on one occasion had reason to seek the closure of a business in West Bridgford who were guilty of repeated breaches. In total, more than 800 additional Covid related advisory/enforcement visits were undertaken in addition to 350 advisory visits.</p>	
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Efficient Services Corporate Priority

Relocate our R2Go service and Streetwise Environmental Ltd	
Progress Report	Outcomes / Community Impact
<p>Both services were relocated from the old Abbey Road depot site freeing up the site for sale and housing. Streetwise have been working out of a Council owned property on Moorbridge Road, Bingham and Recycling2Go from a shared depot facility at Eastcroft Depot, London Road owned by Nottingham City Council. The current lease arrangements at Eastcroft expire in 2024 and a</p>	<p>The disposal of Abbey Road depot which was an aging asset that was no longer fit for purpose in physical and economic terms has resulted in a capital receipt to help fund the Council’s overall capital programme and savings in ongoing maintenance. In addition, as the location was in a residential area the site was restrictive whereas Eastcroft provides much greater operational</p>

<p>review of the current arrangements, which work well, is due to take place later in 2023.</p>	<p>flexibility and has removed the negative impact from the old depot on local residents.</p> <p>Regeneration of a brownfield, partly contaminated, site that was cleaned up before disposal.</p> <p>Sale of land for a scheme to meet high sustainable criteria, to include 71 homes, 30% affordable, fully electric site, solar panels on appropriate roofs, EV charging to each property, 40% improvement on building regulations, 'good' design (not standard house types), green space and tree planting across the whole site.</p> <p>Relocation of Streetwise to Unit 10 Moorbridge, a strategic acquisition as part of the same land transaction as the land for the new leisure centre on Chapel Lane, Bingham. Extensive search for appropriate location across the borough concluded Unit 10 would provide Streetwise with a fit for purpose building in a strong location to deliver services for Rushcliffe residents.</p>
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Include digital principles in our communications and ways of undertaking business

Progress Report	Outcomes / Community Impact
<p>The 2019-2023 Digital by Design project was designed to make it easier for residents to interact with and do business with the Council electronically at a time of their choosing if they wished. The programme contained 25 individual tasks spanning from hybrid mail and the development of e-forms, making the website accessible and introducing tablet technologies, and mapping customer interactions and introducing an electronic newsletter. Work continues to make our services more accessible online whilst maintaining our telephony and face-to-face provision providing our residents with choice and making services more efficient.</p>	<p>Residents have more electronic access to Council services as a result of the Digital by Design project. In addition, a number of Council processes have been improved by the introduction of better technology. This is helping to keep Council costs low and allowing processes to be completed faster providing better outcomes for residents.</p>

Relocate the Rushcliffe Community Contact Centre in West Bridgford	
Progress Report	Outcomes / Community Impact
<p>Due to the relocation of the Police Station in West Bridgford, the Council's Community Contact Centre needed to find a new home. The key parameter was to stay in or as close to Central Avenue in West Bridgford to facilitate easy access to residents wishing to visit the facility in person. In October 2019, a property at Fountain Court was leased and conversion works undertaken. The Customer Services Team took occupation in February 2020.</p>	<p>Supported access to Council Services has been maintained in our largest residential area. Residents can access a range of services on three days of the week in an area that is on major bus routes and within a busy shopping area. Access is supplemented by access points on a day a week in three of our largest communities outside of West Bridgford and on the telephones five days a week. Whilst work is progressing to expand our digital self-serve services, our 2023 Customer Access Strategy protects more traditional methods of accessing services so that a wide range of resident preferences are catered for.</p>
Deliver our Medium Term Financial Strategy and Corporate Strategy	
Progress Report	Outcomes / Community Impact
<p>The current Corporate Strategy was adopted in September 2019. Progress towards delivery of the strategic actions identified in the action plan appended to the Strategy is monitored quarterly by the Corporate Overview Group. The Medium Term Financial Strategy is agreed each year in March by Council as part of the budget setting process. It is monitored quarterly by the Corporate Overview Group and at Cabinet.</p>	<p>The Council has made good progress delivering the strategic actions outlined in the 2019-23 Corporate Strategy against the backdrop of the Covid-19 pandemic, energy crisis and cost of living crisis. Whilst tasks have been delayed in some cases work is still taking place to deliver what was envisioned. The Council remains financially secure and self-sufficient with £23.6m in earmarked reserves as at March 2022. This is a result of excellent budget management and careful investments.</p>

Sustainable Growth Corporate Priority

Support the ongoing delivery of 13,150 new homes and securing a 5-year land supply as detailed in the Rushcliffe Local Plan	
Progress Report	Outcomes / Community Impact
<p>The delivery of 13,150 new homes covers the period 2011 to 2028. The requirement to secure a 5-year supply of housing land is an ongoing requirement set by central government, with the amount of land supply within Rushcliffe changing annually. The target of 13,150 new homes is principally being delivered by the 2014 Core Strategy’s six strategic sites. The delivery of all six continues to be supported through a variety of different actions.</p> <p>In addition, the 2019 Local Plan Part 2 has allocated a further 25 sites, which are expected to deliver around 3,400 new homes.</p>	<p>A total of 4,457 new homes have been built between 2011 and 2022. The majority of the Local Plan Part 2 sites have planning consent, and some are already delivering new homes.</p> <p>Housing delivery has been completed on the former Cotgrave Colliery and is ongoing at Melton Road Edwalton, former RAF Newton, north of Bingham and south of Clifton strategic sites. The east of Gamston strategic allocation is the only site where delivery has not started, and planning permission not granted. An SPD is being developed for this site, working in conjunction with the landowners/developers.</p> <p>Rushcliffe currently has 8.9-years of housing land supply; well above the minimum 5-year requirement.</p>
Support the delivery of employment land on all six strategic sites in Rushcliffe and other sites allocated through the Local Plan	
Progress Report	Outcomes / Community Impact
<p>Each of the six strategic sites included in the local plan has an employment land allocation.</p> <p>Development is happening at the Fairham site on the A453 with the construction of four employment units currently progressing.</p>	<p>There is a significant amount of housing planned and being delivered in the Borough. Each strategic site has an allocation for employment development to ensure that the housing development is complemented by employment growth providing opportunities for new and existing residents.</p>

Any enquiries for employment development are provided with a document providing details on the strategic sites and relevant details for landowners and agents.

Four units have currently been approved at Fairham (Clifton) and three of those are under construction. Furthermore, the infrastructure (roads, drainage, levels) to allow the further delivery of the remaining employment land is largely in place too. At Newton, we have received an application for an employment building and some employment units at Cotgrave have been started. Edwalton has seen some of the employment buildings delivered (supermarket, drive-thru coffee/burgers, car dealership, office space and a children's nursery) with some further uses currently under consideration and other uses (possibly a shop and care home) to be delivered in the future subject to planning. No applications have been received for the Bingham Strategic Site to date, although the primary school is under construction. An application for a care home has been received at Gamston.

Cotgrave:

- Employment buildings by RBC now completed
- The site for 11 additional units alongside RBC units recently sold with planning permission (units yet to be built)
- Phase 2 employment (a larger site) still undeveloped and does not have detailed planning permission

Edwalton / Sharphill:

- The community park application is currently pending consideration but officers hope to be in a position to reach a recommendation shortly
- We are expecting an application for the community building to be submitted shortly.

Bingham:

- No planning applications for any of the employment land have been received to date

RAF Newton:

- An application for the village hall is still pending consideration – officers are awaiting revised plans
- An application for a warehouse/employment building (just under 14,000sqm, 152m x 92m and 13.5m high) on the frontage of the site has been received and is pending consideration – revised plans received prior to Christmas and re-consultation has recently ended.

Clifton / Fairham:

- First four units of commercial/employment buildings approved and currently under construction.

	<p>Gamston:</p> <ul style="list-style-type: none"> • Development has not commenced yet. <p>This is an ongoing task.</p>
Support the delivery of improved transport infrastructure potentially including the A46, A52 and A453 corridors	
Progress Report	Outcomes / Community Impact
<p>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 National Highways and provides an agreed basis for securing the provision of developer contributions towards the delivery of the works identified in the MoU.</p>	<p>The A52 junction improvements at Nottingham Road, Cropwell Road and Bingham Road in Radcliffe on Trent are completed. The A52 improvements still to be delivered include those at Stragglethorpe junction and at the Gamston (work has started), Wheatcroft and Nottingham Knight roundabouts. These works were programmed for completion during 2024/25.</p> <p>Planned A606 improvements at the Tollerton Lane, Main Road and Cotgrave Road junctions are still to be delivered.</p> <p>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.</p> <p>This is an ongoing task.</p>
Review the Asset Management Plan	
Progress Report	Outcomes / Community Impact
<p>The Asset Management Plan is a key corporate document to demonstrate how the Council manages its land and building</p>	<p>The action plan and outcomes can be found on the Council's website, examples include:</p>

<p>assets and how it links to the delivery of corporate objectives and priorities.</p> <p>Reviewed and revised in 2020, the AMP is a living document with an annually renewed action plan.</p> <p>The AMP 2020-2025 was approved by Cabinet and Full Council, along with the Acquisition and Disposal Policy 2020-2025.</p>	<p>New Bingham leisure centre to replace obsolete leisure centre operating beyond its useful economic life, to reduce running costs and provide a lower carbon footprint in future running costs in a more efficient building. For residents, the benefit is a superior leisure facility for residents to access state-of-the-art facilities and personal health benefits.</p> <p>Review of the future of The Barn in Keyworth resulted in leasing it for a peppercorn to the local historical society realising local community benefits and preservation of this important asset.</p> <p>Completed a survey of all Council owned trees to assess health and to inform an ongoing management plan - the plan is being carried out and works are ongoing to ensure trees are maintained and protected.</p>
<p>Support the delivery of affordable housing in the Borough, working with developers, providers and private landlords</p>	
<p>Progress Report</p>	<p>Outcomes / Community Impact</p>
<p>The main sources of new affordable housing supply have been Section 106 sites, the redevelopment of garage sites in partnership with Metropolitan Thames Valley Housing (MTVH) and the development of rural exception sites. During 2019 – 2022 there have been 434 affordable housing completions, consisting of 23 units delivered via the garage site programme, 5 rural exception site units and the remaining 406 units on Section 106 new developments These consist of 181 affordable rent (80% market rent), 86 social rent and 167 shared ownership (intermediate) properties.</p>	<p>Effective partnership working to increase the supply of affordable housing will meet a range of needs across the borough, which in turn, will generate economic growth and deliver other significant health and social wellbeing benefits.</p> <p>The continued supply of affordable housing will reduce the instability caused to families and communities by preventing homelessness and assist in delivering the national relocations resettlement scheme objectives (Syrian, Afghan and Ukrainian).</p>

<p>Opportunities have been explored to utilise the capital budget with Housebuilders and Registered Providers to make best use of land assets, improve site viability and purchase additional social rented properties (outside of the planning obligations) which provide the Council with ongoing nomination rights. This has included the provision of an affordable rented wheelchair adapted dwelling in a rural parish for a disabled resident in housing need.</p> <p>Additionally, 10 rural Housing Needs Surveys have been commissioned across 17 parishes as part of the rural exception site programme.</p>	<p>The redevelopment of the garage site programme has promoted the use of brownfield sites and reduced incidents of anti-social behaviour on disused sites.</p> <p>This task is ongoing.</p>
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NEW Action: Review Local Plan Part 1 – Core Strategy in partnership with Greater Nottingham Housing Market Area

Progress Report	Outcomes / Community Impact
<p>The Borough Council is preparing the Greater Nottingham Strategic Plan with Broxtowe Borough, Gedling Borough and Nottingham City councils to help guide future development, including new housing, across these four council areas to 2038. The Strategic Plan will replace the Rushcliffe Local Plan Part 1: Core Strategy which was adopted in 2014.</p> <p>In 2020 and 2021, public consultation was undertaken on Growth Options for the plan. The councils have now, as a next stage, published a Preferred Approach, with consultation on this closing on 14 February.</p> <p>Further drafting and revisions to the plan will follow and it is hoped the final draft will be ready by the end of 2023.</p>	<p>The Preferred Approach focusses on the amount and distribution of proposed housing and employment development and the identification of strategic sites in the area to 2038. This enable growth to be delivered in a planned way with supporting infrastructure in place.</p> <p>It is proposed that Rushcliffe’s housing target to 2038 is set on the basis of meeting only the Borough’s need and not the needs of Nottingham City or any other local authority area.</p> <p>This task is ongoing.</p>

NEW Action: Coordinate Rushcliffe’s involvement in the Development Corporation and Freeport to support the redevelopment of the Ratcliffe on Soar site	
Progress Report	Outcomes / Community Impact
<p>Work on East Midlands Development Corporation continues to progress:</p> <ul style="list-style-type: none"> • Appointment of Non Executive Directors to the Board • Government support including match funding, funding for a refresh of the HS2 Growth Strategy • EMDC is one of the Government’s 25 design code pathfinders. <p>East Midlands Freeport:</p> <ul style="list-style-type: none"> • Full business case has been submitted and final sign off by Government is expected soon • Chair of the EMF Board appointed on a 3-year term. <p>A Local Development Order (LDO) is being progressed for the power station to support redevelopment and to achieve planning permission on the Freeport site. A planning tool to create certainty for investors, speed up the planning process and accelerate delivery of the sites, whilst enabling the Council to retain control over the future use of the site.</p> <p>The LDO aims to set a framework for a range of modern industrial uses on the redeveloped site, including advanced manufacturing, low-carbon energy production, battery production, energy storage, logistics, and research and development.</p>	<p>The Ratcliffe on Soar site is a 270ha site at the entrance of the Borough on the A453. Along with other coal fired power stations, it is due to close at the end of September 2024.</p> <p>The EMDC and EMF are initiatives that will support the accelerated redevelopment of the site. Attracting new businesses and employment opportunities for local residents.</p> <p>This is an opportunity to potentially create a site of regional and national importance, accommodating new industry and businesses with many high-skilled jobs. The site benefits from good accessibility by road, rail and air, as well as good connectivity to high-capacity utilities infrastructure (electricity, heat and water).</p> <p>The site will be transformed into a centre for energy production and storage, advanced manufacturing and industry. It will deliver the technology and industry required to help move towards a net-zero carbon future. The site will become a centre for advanced manufacturing, including of technology needed to transition to net-zero.</p> <p>Green and low-carbon energy generation, and energy storage for more efficient energy use.</p> <p>This task is ongoing.</p>

Public consultation and parish updates are held to keep residents and local parish councils informed on progress on development of the site.	
NEW Action: Implementation of proposals from new planning legislation	
Progress Report	Outcomes / Community Impact
New planning legislation not yet published due to delays in the central Government timetable.	This task is ongoing.

The Environment Corporate Priority

Refresh our carbon management plan and establish a carbon neutral target	
Progress Report	Outcomes / Community Impact
<p>Following the passing of a Council motion on 7 March 2019 and work by the Communities Scrutiny Group in October 2019 and January 2020 the Council's Cabinet in March 2020 set a target for its own operations to become carbon neutral by 2030 and adopted a management action plan to monitor progress against the target. The plan is supported by a £1m Climate Change Action Reserve. The Plan has subsequently been monitored at Communities Scrutiny Group in April 2021 and April 2022 with a further update in March 2023.</p> <p>There were 67 actions in the first iteration of the carbon management action plan spread over eight key themes. The plan is constantly evolving with eight completed actions and thirty in progress.</p> <p>In December 2021, Cabinet adopted the Climate Change Strategy 2021-30 which reaffirmed the Council's existing carbon neutral</p>	<p>Part A of the carbon management action plan focusses on the Councils own operations and a range of positive outcomes have been achieved:</p> <ul style="list-style-type: none"> • 59% reduction (21/22) in carbon emissions since 2008/09 • Secured £760,000 from City's Transforming funding stream for EVC Installation of 34 electric vehicle charging points in Council owned car parks and facilities. Worked with Midlands Energy Hub to secure the construction of the County's first solar EV charging hub which all helps to support a better charging network in the borough • Installation of an electric cremator at the new Rushcliffe Oaks Crematorium which reduce emissions by 80% • £367k of carbon reduction technology in the new Bingham Arena reducing its carbon footprint by 78% compared to a standard leisure centre

target but also included confirmation of its commitment to be Net Zero as a Borough by 2050 in line with national government targets.

- £30k spent in photovoltaic and air source heat pump which has helped the Rushcliffe Country Park facilities to become carbon neutral
- Secured £100k of Salix funding to convert lighting in council car parks and facilities to LED resulting in a significant reduction in energy consumption
- Council now purchases all its electricity supply from a renewable source which will further reduce the Council's carbon footprint now and into the future.

Part B of the carbon management action plan details how the Council will act as leaders of place and encourage carbon reduction measures and practice across business, homes and public behaviour. A range of positive outcomes have been achieved from this element of the plan including:

- Setting up of a Big Business Carbon Club which has allowed larger businesses from across the borough hosted by the Council to share and foster their own carbon reduction journeys and best practice. A number of positive changes have resulted from this work including a Biofuel trial, additional photo voltaic installations, carbon literacy training for staff etc
- Secured over £899k of funding to deliver the LAD 2 scheme which have resulted in 57 of the most hard to heat homes in the borough being improved with wall insulation and PV bringing direct benefits to those home owners
- Secured a further £621k of funding to deliver the LAD 3 scheme and £226k for HUG1 to continue improving residents' properties across the borough to reduce carbon and energy costs
- Participation in the County and City wide Green Rewards Scheme which encourages residents to make changes to the lifestyle and habits thus reducing their carbon footprint

	<ul style="list-style-type: none"> • The Council had delivered a range of bio-diversity action which will support carbon reduction measures e.g. the free tree scheme e.g. 1361 trees in 2021/22 (each tree will sequesters 2.18 T of CO2e / yr over its lifetime) • Summer Pollinator Scheme (“No Mow”) Expanded to 27 sites which sequesters 5.15 T CO2e /yr.
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Implementation of proposals from the Resources and Waste Strategy for England

Progress Report	Outcomes / Community Impact
<p>Whilst Rushcliffe have been consulted on, and replied to, substantial likely changes in waste and recycling services, primary legislation has yet to be passed by central Government. Whilst the Environment Act is now in place, we eagerly await the Government’s response to proposals in changes in waste nationally. These are likely to involve a new Deposit Return Scheme, consistency of collections nationally, a producer-pays-principle on packaging, and possible free-to-all garden waste collections as well as a likely mandatory weekly food waste collection service. Work has been taking place locally across Nottinghamshire through both the Joint Waste Officers Board and the councillor-led Joint Waste Management Committee, but progress remains frustratingly slow.</p>	<p>The possible changes are likely to have a significant impact on how waste is collected nationally and will have an impact on our residents, encouraging changes in behaviour, new rounds and a consistency in what can be collected and recycled to increase recycling rates nationally and reduce the impact of landfill waste.</p> <p>This task is ongoing.</p>

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

Progress Report	Outcomes / Community Impact
<p>This has been raised by the Council at LGA and District Council Network events and conferences, and in liaison meetings with the local MPs.</p>	<p>To ensure that buildings are built for the future and that new builds do not need to be retro-fitted.</p>

Developers have been engaged on this agenda and Barratt David Wilson are now showcasing their new products.

NEW Action: Support the delivery of more sustainable development across the Borough through the introduction of new design guides, implementation of actions from the Planning Reform (once published) and lobbying Government

Progress Report

Outcomes / Community Impact

As a first stage in introducing new design guidance, a draft Low Carbon Energy and Sustainable Design SPD was published for consultation in December 2022 and is expected to be adopted early in 2023.

The implementation of actions from planning reforms will follow their publication.

Prior to this, the Government is consulting throughout 2023 on these reforms, which provides the opportunity to push government to enhance sustainability requirements.

Once the SPD is adopted it will form a material consideration in the determination of planning applications and therefore help secure more sustainable development.

This task is ongoing

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Corporate Overview Group

Tuesday, 21 February 2023

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, Capital and Investment Strategy and Transformation Plan.
- 1.2. Each meeting of the Corporate Overview Group considers the work programmes for the Growth and Development, Communities, and Governance Scrutiny Groups as well as any new Scrutiny Matrices put forward by Councillors and Officers. Those items that are agreed for scrutiny are included on a future work programme for one of the four Scrutiny Groups.
- 1.3. Work programmes for each of the groups were reviewed in November 2022 to ensure they reflected the current priorities of the Council.

2. Recommendation

It is RECOMMENDED that the Corporate Overview Group:

- a) consider any additional items for scrutiny from the current Cabinet Forward Plan, Corporate Strategy, Medium Term Financial Strategy, Capital and Investment Strategy and Transformation Plan (Appendix One)
- b) consider the scrutiny matrices submitted by Councillors and officers (Appendix Two)
- c) determine any additional topics to be included in a scrutiny group work programme for 2023/24 for each of the scrutiny groups
- d) review the current work programme for each of the scrutiny groups (Appendix Three).

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, Capital and Investment Strategy and Transformation Plan. Links to these documents can be found at Appendix One.
- 4.2. The Corporate Overview Group considers potential items for scrutiny (submitted by officers and Councillors on a Scrutiny Matrix) at each meeting of the Corporate Overview Group. These submissions are included at Appendix Two.
- 4.3. 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.
- 4.4. Appendix Three shows the work programmes for all scrutiny groups as agreed in November 2022 by the Corporate Overview Group. The Group is asked to consider if the work programmes remain appropriate and achievable for the current year.
- 4.5. Any additional items identified from the Cabinet Forward Plan, Corporate Strategy, Medium Term Financial Strategy, Capital and 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.
- 4.6. 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.
- 4.7. 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) consider any additional items for scrutiny from the current Cabinet Forward Plan, Corporate Strategy, Medium Term Financial Strategy, Capital and Investment Strategy and Transformation Plan (Appendix One)
- b) consider the scrutiny matrices submitted by Councillors and officers (Appendix Two)
- c) determine any additional topics to be included in a scrutiny group work programme for 2023/24 for each of the scrutiny groups
- d) review the current work programme for each of the scrutiny groups (Appendix Three).

For more information contact:	Charlotte Caven-Atack 0115 9148 278 ccaven-atack@rushcliffe.gov.uk
Background papers available for Inspection:	None
List of appendices:	Appendix One – Document Links Appendix Two – Potential Scrutiny Items for Consideration Appendix Three – Work Programmes 2023/24

Links

Cabinet Forward Plan

Cabinet, Forward Plan – [Cabinet Forward Plan – January 2023](#)

Corporate Strategy

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

***Medium Term Financial Strategy, Investment Strategy, Transformation Plan
Council – March 2022***

Appendix

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Rushcliffe Borough Council – Scrutiny Matrix

Councillor Request for Scrutiny		
Councillor Clarke		
Proposed topic of scrutiny ...	How the Borough works with partners to plan for the infrastructure required to support growth	
I would like to understand ... (key lines of enquiry)	<p>There is a significant amount of housing growth across the Borough and therefore a requirement for infrastructure to be in place to support this. Councillors would like to understand how the Borough works with partners to:</p> <ul style="list-style-type: none"> • determine the infrastructure required • Identify the wider strategy for infrastructure and how this is planned to ensure a coherent and coordinated response that takes account of the cumulative impact – now and in the future • How stakeholders are engaged in the development of S106 agreements <p>Infrastructure covers a wide range of agencies and areas of work therefore the initial request is for a scrutiny item that seeks to understand the current process from RBC perspective. Future items could then come forward focussed on specific areas of infrastructure with the relevant partner agency engaged.</p>	
I think this topic should be scrutinised because ... (please tick)	<input 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)	Officer Comment	

- Issue already being addressed	x	
- Issue has already been considered in the last 2 years?	x	
- Issue is a legal matter	x	
- Issue of a complaint investigation	x	
- Issue is a staffing matter	x	
- There is an alternative way of dealing with the issue	x	
Is there sufficient capacity ...		
- Scrutiny Work Programme?	✓	
- Officer Resources?	✓	
Recommendation	Growth and Development Scrutiny Group	
Lead Officer	Helen Knott / Richard Mapletoft	
Proposed Timescale for Scrutiny and Scrutiny Group	September 2023	

Appendix

Rushcliffe Borough Council – Scrutiny Matrix

Councillor Request for Scrutiny		
Councillor Thomas		
Proposed topic of scrutiny	Council tax options for empty homes	
I would like to understand (key lines of enquiry)	<ul style="list-style-type: none"> • Current legislation re empty homes, and council tax • Current legislation re second homes, and council tax • Changes to above expected in near future • Data about empty homes in Rushcliffe: i.e. reasons, average length of time vacant, tenure etc - this may mean additional data needs to be collected or residents consulted. Case studies might be helpful. • Understanding of exceptions in legislation for payment of council tax, and for payment of council tax on empty homes • Possibility of exceptions we could add ourselves, or any discretion allowed • Derelict homes/sites and measures that can be taken • Some information about what other councils do. • Assessment of options to change council tax requirement for empty homes and the anticipated impact on (a) the property owners, (b) housing supply, and (c) the council's finances 	
I think this topic should be scrutinised because (please tick)		Poor Performance Identified
	<input checked="" type="checkbox"/>	Change in Legislation or Local Policy
		Resident Concern or Interest
		Cabinet Recommendation
		Links to the Corporate Strategy
		Other (please state reason)
Officer Consideration of Councillor Request for Scrutiny		
Officer Feedback (please tick)	<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	x	
- Issue is a staffing matter	x	
- There is an alternative way of dealing with the issue	✓	
Is there sufficient capacity		
- Scrutiny Work Programme?	x	
- Officer Resources?	x	
Recommendation	Broader scrutiny matrix submitted by officers	
Lead Officer		
Proposed Timescale for Scrutiny and Scrutiny Group	None	

Appendix

Rushcliffe Borough Council – Scrutiny Matrix

Councillor Request for Scrutiny		
Councillor Thomas (expanded by officers)		
Proposed topic of scrutiny	Review of the Empty Homes Strategy	
I would like to understand (key lines of enquiry)	<p>Councillor Thomas originally proposed a topic for scrutiny focusing on the Council Tax Options for Empty Homes. Officers felt this was too narrow a focus but that much could be gained from a review of the Council's Empty Homes Strategy including the tools at the Council's disposal to bring empty homes back into occupation for the benefit of Rushcliffe residents.</p> <p>Therefore, officers propose that the Scrutiny Group is given a fuller understanding of the existing Empty Homes Strategy and the tools at the Council's disposal to bring homes back into occupation including the option of an additional charge levied alongside Council Tax.</p>	
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 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 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	Communities Scrutiny Group	
Lead Officer	Geoff Carpenter / Sarah Whittaker	
Proposed Timescale for Scrutiny and Scrutiny Group	July 2023	

Appendix

Rushcliffe Borough Council – Scrutiny Matrix

Councillor Request for Scrutiny		
Councillors Barney, Brennan, Clarke, Combellack, Dickman, and Upton		
Proposed topic of scrutiny ...	Sewerage Infrastructure and Discharge within Rushcliffe	
I would like to understand ... (key lines of enquiry)	<p>Councillors are concerned about sewage infrastructure and unlawful discharges in the Borough and the impact on the environment, humans and wildlife locally.</p> <p>Councillors need to be in a position to reassure residents that sewage is fully treated before any discharge to water courses; a better understanding of the sewage system and controls within the Borough and how the situation can be addressed would therefore be helpful.</p> <p>At Growth and Development Scrutiny in September 2022, representatives from Severn Trent Water and the Environment Agency attended to inform Councillors about the situation in Rushcliffe regarding sewage infrastructure and unlawful discharges and their respective roles. At that meeting it was resolved that further scrutiny, related to the issue be brought back to a future meeting of the committee.</p> <p>As the lead local flood authority, Councillors would like to invite Nottinghamshire County Council to attend a meeting of the committee, to provide an overview of their role with regards to Sewerage Infrastructure and Discharge within Rushcliffe and to set out their relevant plans for the coming year.</p>	
I think this topic should be scrutinised because ... (please tick)	<input 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)		Officer Comment
- Issue already being addressed	x	
- Issue has already been considered in the last 2 years?	✓	
- Issue is a legal matter	x	
- Issue of a complaint investigation	x	
- Issue is a staffing matter	x	
- There is an alternative way of dealing with the issue	x	
Is there sufficient capacity ...		
- Scrutiny Work Programme?	✓	
- Officer Resources?	✓	
Recommendation	Growth and Development Scrutiny Group	
Lead Officer	Catherine Evans	
Proposed Timescale for Scrutiny and Scrutiny Group	January 2024	

Rushcliffe Borough Council – Scrutiny Matrix

Councillor Request for Scrutiny		
Councillor Thomas		
Proposed topic of scrutiny...	Biodiversity Net gains – New Legislation	
I would like to understand (key lines of enquiry)	<p>Under the Environment Act 2021, all planning permissions granted in England (with a few exemptions) will have to deliver at least 10% biodiversity net gain. This expected to be the case from November 2023.</p> <p>Councillors would like better understanding of what this means for the Council, including:</p> <ul style="list-style-type: none"> • Method for establishing a baseline required for monitoring • Method for on-going measuring and monitoring • Powers to enforce 10% net gain • Legal agreements between the Council and developers, through S106 or conservation covenants? • Requirements to report to Government. 	
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 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 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	<input type="checkbox"/>	

dealing with the issue		
Is there sufficient capacity		
- Scrutiny Work Programme?	✓	
- Officer Resources?	✓	
Recommendation	Growth and Development Scrutiny Group	
Lead Officer	Derek Hayden	
Proposed Timescale for Scrutiny and Scrutiny Group	July 2023	

Appendix

Work Programme 2022-23 – Corporate Overview Group

21 February 2023	<ul style="list-style-type: none"> • Standing Items <ul style="list-style-type: none"> ○ Feedback from Scrutiny Group Chairmen ○ Feedback from Lead Officer ○ Consideration of Scrutiny Group Work Programmes ○ Financial and Performance Management • Rolling Items <ul style="list-style-type: none"> ○ Review of 2019-23 Strategic Tasks
6 June 2023 (provisional)	<ul style="list-style-type: none"> • Standing Items <ul style="list-style-type: none"> ○ Feedback from Scrutiny Group Chairmen ○ Feedback from Lead Officer ○ Consideration of Scrutiny Group Work Programmes ○ Financial and Performance Management • Rolling Items <ul style="list-style-type: none"> ○ Review of the draft Business Continuity Strategy ○ Diversity Annual Report and update on the Equality and Diversity Strategy
5 September 2023 (provisional)	<ul style="list-style-type: none"> • Standing Items <ul style="list-style-type: none"> ○ Feedback from Scrutiny Group Chairmen ○ Feedback from Lead Officer ○ Consideration of Scrutiny Group Work Programmes ○ Financial and Performance Management • Rolling Items <ul style="list-style-type: none"> ○ Health and Safety Annual Report
7 November 2023 (provisional)	<ul style="list-style-type: none"> • Standing Items <ul style="list-style-type: none"> ○ Feedback from Scrutiny Group Chairmen ○ Feedback from Lead Officer ○ Consideration of Scrutiny Group Work Programmes ○ Financial and Performance Management • Rolling Items <ul style="list-style-type: none"> ○ Customer Feedback Annual Report

Draft Work Programme 2022-23 – Governance Scrutiny Group

23 February 2023	<ul style="list-style-type: none"> • Internal Audit Progress Report • Internal Audit Strategy • Risk Management Strategy • Risk Management – Update • Statement of Accounts • Treasury and Asset Investments Strategy 2023/24
29 June 2023 (provisional)	<ul style="list-style-type: none"> • Internal Audit Progress Report • Internal Audit Annual Report • Annual Governance Statement (AGS) • Treasury Management Update • Constitution Update • Code of Conduct • External Audit Annual Plan • Annual Audit Letter and Value for Money Conclusion
28 September 2023 (provisional)	<ul style="list-style-type: none"> • Risk Management • Going Concern • Asset and Investment Outturn 2022/23 • Treasury Management Update
23 November 2023 (provisional)	<ul style="list-style-type: none"> • Internal Audit Progress Report • Annual Audit Report 2021/22 • Treasury and Asset Investments – 6 monthly update • Asset Management Plan

Appendix Three

Work Programme 2022-23 – Growth and Development Scrutiny Group

	Items / Reports
8 March 2023	<ul style="list-style-type: none"> An update on the Fairham development
19 July 2023 (provisional)	<ul style="list-style-type: none"> A review of Rushcliffe Oaks Crematorium Biodiversity Net Gains – New Legislation [new item – February 2023]
4 October 2023 (provisional)	<ul style="list-style-type: none"> How the Borough works with partners to plan for the infrastructure required to support growth [new item – February 2023]
3 January 2024 (provisional)	<ul style="list-style-type: none"> Sewerage Infrastructure and Discharge within Rushcliffe [new item – February 2023]

Work Programme 2022-23 – Communities Scrutiny Group

	Items / Reports
16 March 2023	<ul style="list-style-type: none"> Carbon Management Plan Environment Policy
20 July 2023 (provisional)	<ul style="list-style-type: none"> Review of the Empty Homes Strategy [new item – February 2023]
5 October 2023 (provisional)	<ul style="list-style-type: none">
18 January 2024 (provisional)	<ul style="list-style-type: none">

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