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Date: 25 August 2023

To all Members of the Corporate Overview Group

Dear Councillor

A Meeting of the Corporate Overview Group will be held on Tuesday, 5 September 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



Gemma Dennis
Monitoring Officer

AGENDA

1. Apologies for Absence
2. Declarations of Interest
[Rushcliffe Borough Council Constitution](#)
3. Minutes of the meeting held on 14 June 2023 (Pages 1 - 14)
4. Health and Safety Annual Report (Pages 15 - 28)
Report of the Director – Neighbourhoods
5. Financial and Performance Management (Pages 29 - 64)
Report of the Director – Finance and Corporate Services
6. Consideration of Scrutiny Group Work Programmes (Pages 65 - 84)
Report of the Director – Finance and Corporate Services



Rushcliffe
Borough Council

Rushcliffe Borough
Council Customer
Service Centre

Fountain Court
Gordon Road
West Bridgford
Nottingham
NG2 5LN

Email:
customerservices
@rushcliffe.gov.uk

Telephone:
0115 981 9911

www.rushcliffe.gov.uk

Opening hours:
**Monday, Tuesday and
Thursday**
8.30am - 5pm
Wednesday
9.30am - 5pm
Friday
8.30am - 4.30pm

Postal address
Rushcliffe Borough
Council
Rushcliffe Arena
Rugby Road
West Bridgford
Nottingham
NG2 7YG



7. Feedback from Scrutiny Group Chairmen
 8. Feedback from Lead Officers
 9. Corporate Strategy 2023-2027 (Pages 85 - 98)
- Report of the Director – Finance and Corporate Services

Membership

Chair: Councillor T Combellack

Councillors: A Edyvean, P Gowland, L Plant, R Walker, L Way and G Williams

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| Meeting Room Guidance |
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Fire Alarm Evacuation: in the event of an alarm sounding please evacuate the building using the nearest fire exit, normally through the Council Chamber. You should assemble at the far side of the plaza outside the main entrance to the building.

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Microphones: When you are invited to speak please press the button on your microphone, a red light will appear on the stem. Please ensure that you switch this off after you have spoken.

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| Recording at Meetings |
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MINUTES OF THE MEETING OF THE CORPORATE OVERVIEW GROUP WEDNESDAY, 14 JUNE 2023

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

PRESENT:

Councillors T Combellack (Chair), A Edyvean, P Gowland, L Plant, R Walker,
L Way and G Williams

OFFICERS IN ATTENDANCE:

| | |
|-----------------|--|
| C Caven-Atack | Service Manager - Corporate Services |
| Catherine Evans | Service Manager – Economic Growth and Property |
| Katie Brennan | Finance Business Partner |
| E Richardson | Democratic Services Officer |

1 Apologies for Absence

There were no apologies for absence.

2 Declarations of Interest

There were no declarations of Interest.

3 Minutes of the meeting held on 21 February 2023

The minutes of the meeting held on 21 February 2023 were approved as a true record and were signed by the Chair.

4 Role and Remit

The Service Manager for Corporate Services presented an overview of Rushcliffe's Scrutiny structure and role to the Committee.

The Service Manager for Corporate Services explained that the Terms of Reference for the Corporate Overview Group were to create and receive feedback on work programmes, reviewing the matrices of items put forward for the Growth and Development, Communities and Governance Scrutiny Groups. The Committee also scrutinised financial and performance management information and received reports relating to corporate matters such as health and safety, diversity and corporate strategies and policies where appropriate prior to their adoption. The Service Manager for Corporate Services confirmed that she was the lead Officer for this Group.

The Service Manager for Corporate Services explained that the purpose of the Governance Scrutiny Group was to retrospectively review actions taken by the Council, including financial and audit reports and legislative and statutory

matters, such as the Annual Governance Statement, the Statement of Accounts, the Council's Risk Management Framework, Constitution and regular reports on Asset and Investment Management. She said that the Service Manager for Finance was the lead Officer for that Group.

The Service Manager for Corporate Services explained that the purpose of both the Growth and Development Scrutiny Group and the Communities Scrutiny Group was to be more forward looking, reviewing one or two topics at each meeting, sometimes inviting external speakers to present to the Group. The Growth and Development Scrutiny Group looked at significant projects which contributed towards growth in the Borough, including infrastructure, housing and employment units to ensure that residents and the community had the support that they needed. The Communities Scrutiny Group looked at the Council's partnerships to ensure that they met the needs of the community and provided value for money and explored areas of community concern to look at how they could be addressed, including health and wellbeing, sport, community action and environmental projects and initiatives. She confirmed that the Service Manager for Economic Growth and Property was the lead Officer for the Growth and Development Scrutiny Group and that the Service Manager for Neighbourhoods was the lead Officer for the Communities Scrutiny Group.

5 Diversity Annual Report and update on the Equality and Diversity Strategy

The Service Manager for Economic Growth and Property presented the Diversity Annual Report to the Group and explained that the report included information about Rushcliffe Borough Councillors, information from the 2021 census and that the number of Council employees had increased due to bringing Streetwise Environmental in-house.

The Service Manager for Economic Growth and Property took the Group through the demographic data, highlighting that 89% of residents were white, 28% of residents were aged 60+, that 6% of residents had a long term health problem or disability which limited their daily activity and that there were slightly more males than females in the Borough. In comparison, 84% of Rushcliffe Borough Council staff were white, with this standing at 88% for the East Midlands and 25% of East Midlands' residents were aged 60+. The Council had 38% female and 62% male employees, likely impacted by it having a manual workforce.

In relation to gender pay gap reporting, the Service Manager for Economic Growth and Property explained that all employers with 250+ employees had to declare this information and that for the Council the ratio in 2022 was 3.46% higher for women.

In relation to job applicants, the Service Manager for Economic Growth and Property said that 60% had been white, 92% had not reported a disability and the majority were aged between 25 and 34, which was lower than the majority Council employee age which was between 45 to 54.

In relation to Rushcliffe Borough Councillors, the Service Manager for Economic Growth and Property said that 66% were male and the majority were

aged 65+. The Council did not currently record Councillor ethnicity.

The Service Manager for Economic Growth and Property presented an update on the Equality and Diversity Scheme and explained that the scheme had evolved to become a live document with a supporting action plan to proactively monitor progress. She confirmed that the Action Plan had been adopted in May 2021 and was reported to this Group annually, to review work carried out over the last 12 months and to influence planning for the coming 12 months.

The Service Manager for Economic Growth and Property said that the focus was to make Rushcliffe a welcoming place with easy to access services for everyone, and a place where everyone could achieve their potential. She said that the aim was for these ambitions to be embedded across the Council and as such it had been designated as a strategic task which would be regularly reported on. Training had also been provided for all staff and Councillors and the Council would be further supported by East Midlands Councils in shaping the work of the Steering Group.

The Service Manager for Economic Growth and Property highlighted schemes which had been delivered by the Council over the past year, including at Rushcliffe Country Park which had a new shelter with hard flooring and wheelchair accessible benches and paths and a changing places toilet, Bingham Arena which had been built to the highest accessibility standards and Gresham which was home to the East Midlands PAN Disability Football League.

The Service Manager for Economic Growth and Property referred to Rushcliffe Chief Executive giving a presentation at a Recruiting Talent event which promoted the benefits of recruiting staff from a wider, more inclusive pool of talent.

In relation to UKSPF and Rural England funding, the Service Manager for Economic Growth and Property explained that the Council had received circa £3m to be spent by March 2025, which it had used to provide community workshops and one-to-one support about the cost of living pressures and the Council was looking at how best to repeat that in the coming year. The Council had also provided grant pot funding for local businesses and community organisations which had required Equality Impact Assessments to be included as part of the application. It was hoped that the grant funding would bring forward a variety of projects that would bring benefit to Rushcliffe communities.

The Group was informed that improvements had been made to Adbolton Play Area and at Alford Road and Abbey Road making them more inclusive for all to use and that Rushcliffe Community Team had been working with Ellerslie cricket club to support costs associated with setting up a walking cricket team targeted at 50+ ages.

The Group was informed that the Council had supported Holiday Activities and Food Fund (HAF) which offered free school holiday provision for children and young people aged 5 – 16 years who received benefits-related free school meals. In supporting Rushcliffe to become a Dementia Friendly borough, the Alzheimer's Society had delivered a Dementia Friends information session to

the Council's leadership and the first Memory Café at Rushcliffe Country Park would be held in June providing opportunity for residents to experience nature based activities and to socialise and enjoy the beautiful surroundings.

In relation to housing, the Service Manager for Economic Growth and Property explained that the Council was working in partnership with Broxtowe Youth Homelessness to deliver homelessness prevention training sessions to over 268 young people in schools in Rushcliffe and that it had resettled 41 individuals as part of the Syrian Vulnerable Persons Resettlement Scheme, 13 individuals via the Afghan Relocations and Assistance Policy and the Afghan Citizens Resettlement Scheme and had provided £178k capital grant to deliver an affordable rented wheelchair adapted bungalow in Cropwell Bishop and £812k Disabled Facilities Grant.

The Service Manager for Economic Growth and Property said that the Council hoped to replicate a previous event where students from a local school had visited the Council to learn about elections and democracy. She said that the Council was reviewing its Equality Impact Assessments with support from East Midlands Councils and that it would be engaging with and supporting the Rushcliffe Youth Forum.

In relation to future UKSPF funding schemes, the Service Manager for Economic Growth and Property said that the Council was starting to make plans now and so this gave opportunity to contribute. She noted that £100k of funding had been secured to install changing places toilets at Gresham and Cotgrave and that the Council was considering ideas to mark Chinese New Year in response to the growing Hong Kong community based in the Borough

The Chair referred to the Rushcliffe Community Cohesion Network and asked why it had finished in 2012. The Service Manager for Economic Growth and Property said that it had been one of the groups that the Council had supported as part of the Local Strategic Partnership and that it had disbanded when that support stopped, and she thought that it was now important to look at what other groups existed in its place.

The Chair asked whether the Recruiting Talent Event would be repeated and the Service Manager for Economic Growth and Property said that this could be organised.

The Vice Chair of Communities Scrutiny Group asked for more information about Disability Confident Employer accreditation and the Service Manager for Economic Growth and Property said that she would report back to the Group.

The Vice Chair of Communities Scrutiny Group referred to recording Councillor ethnicity and thought that it may help encourage a more diverse range of people to come forward. She noted that the Council had not reported any information about children with disabilities and thought that this would be available from Nottinghamshire County Council and would support making play areas and leisure centres more inclusive. She said that she was pleased to learn that the Council would be supporting Rushcliffe Youth Forum and suggested promoting Democracy Week to local schools. The Service Manager for Economic Growth and Property confirmed that the Elections Team was

engaging with local schools.

The Chair of Communities Scrutiny Group referred to data about job applicants and asked whether it could be broken down to look at job type and disability. The Service Manager for Economic Growth and Property said that she would review what information the Council held. The Service Manager for Corporate Services explained that Officers did not have any knowledge about candidates' disabilities when assessing and interviewing applicants, that it was only when a decision had been that this became available so that adjustments could be made if required.

The Chair of the Communities Scrutiny Group referred the Ellerslie Walking Group and disability sports groups and asked how they were created, whether the groups approached the Clubs or the other way around and whether there was scope for other local clubs to do the same. The Service Manager for Economic Growth and Property said that Ellerslie had applied for Reach Rushcliffe funding and had set it up with support from the Council's Community Team, who worked with clubs across the Borough. She said that she would report back to the Group with more information.

The Group asked whether the Council provided information for the Hong Kong community and the Service Manager for Economic Growth and Property said that she had met with East Midlands Councils who were looking to run an event in Rushcliffe focussed on supporting and engaging with that community. The Group asked whether the Council had plans to celebrate other traditions such as Diwali.

The Chair of Communities Scrutiny Group asked whether there was any information available in relation to veterans, particularly in relation to housing and healthcare, to look at how best to signpost and tailor support. The Service Manager for Economic Growth and Property said that she would report back to the Group.

The Vice Chair of Governance Scrutiny Group referred to changing places toilets and suggested that there was need for one at West Bridgford Park as this had the most popular play area. In relation to West Bridgford, she said that there was a problem with café furniture moving across pavements creating difficulty for people with mobility issues. The Service Manager for Economic Growth and Property said she had visited the area recently to look at how best to address this.

The Chair of Governance Scrutiny Group referred to engagement with local schools and thought that it was beneficial for Councillors to engage with and visit their local schools. The Chair supported incorporating this into democracy week proposals.

The Chair of Governance Scrutiny Group referred to the gender pay gap and asked whether the Council monitored it at employee role level and the Service Manager for Economic Growth and Property confirmed that it did. The Chair of Growth and Development Scrutiny Group asked about reviewing Officer pay information to check that it was equitable, and the Service Manager for Corporate Services confirmed that information about senior staff salaries was

publicly available and that staff salary in general was the responsibility of the Head of Paid Service. The Service Manager for Corporate Services agreed to feedback comments from the Group to the Head of Paid Service for review.

It was **RESOLVED** that the Corporate Overview Group:

- a) considers and endorses the report information provided for the diversity annual report
- b) reviews the action taken so far as a part of the Equality, Diversity and Inclusion Scheme action plan and made suggestions for future action or areas of focus.

6 **Financial and Performance Management**

The Service Manager for Corporate Services introduced the Financial and Performance item and noted that performance had been delivered through a pandemic, the implementation of Brexit, the war in Ukraine and a cost of living crisis.

The Finance Business Partner presented the Q4 Financial Report. She confirmed that the Council's Statement of Accounts for 2022/23 had been published on 31 May 2023 in accordance with statutory deadlines.

The Finance Business Partner said that the Council had an overall revenue efficiency position of £1.979m which was summarised in Table 1, with the mean variances summarised in Table 2 and all variances detailed in Appendix A. She said that the main overspends were due to agency costs for the Planning and Waste Teams, delays in the Crematorium and Bingham Arena and for fleet repairs. She confirmed that the Planning Team was now fully established and their reliance on agency staff would reduce going forwards.

The Finance Business Partner said that the main underspend was due to increased planning income, income from Edwalton Golf Course and from interest from investments due to the rise in interest rates.

The Finance Business Partner explained that business rates reliefs were applied to 2044 businesses who benefitted from over £8.7m of additional rates relief and that the Council has administered grants for Energy Rebates of £150 each which totalled £5.644m. The Council had also distributed grants under the Energy Bills Support Scheme and the Alternative Fuel Payments totalling £0.171m.

In relation to 2022/23 efficiency savings of £33k, the Finance Business Partner said that this had been used to supplement the Government funding to discount Council Tax bills.

In relation to UK Shared Prosperity and Rural England Prosperity Funding, the Finance Business Partner explained that the Council would receive £2.571m over the next three years and confirmed that the Council had brought Streetwise inhouse on 1 September 2022. She said that the net outturn position for 2022/23 gave a £0.189m overspend largely due to the additional

costs pressures of pay and inflation.

In relation to Rushcliffe Oaks Crematorium and Bingham Arena and Enterprise Centre, the Finance Business Partner reported that Rushcliffe Oaks cremations were in line with targets and that the Enterprise Centre had 92% occupancy.

The Finance Business Partner referred to revenue reserves and said that there was a net transfer of £4.003m as detailed in Appendix B, of which key transfers were £1.017m from the New Homes Bonus reserve to offset the Minimum revenue Provision, £2.466m from the Organisation Stabilisation Reserve and £3.707m appropriated to meet the collection fund deficit.

In relation to transfers in, the Finance Business Partner said that these totalled £4.763m, with significant items being £1.587m New Homes Bonus receipts, £1.006m from in year efficiencies and £0.973m to the Treasury Capital Depreciation Reserve which was approved as part of Quarter 3 revenue reporting.

The Finance Business Partner said that the overall level of reserves was healthy at £19.572m although there were risks going forward from inflation and pay increases and the uncertainty regarding future funding streams.

The Finance Business Partner said that the overall capital efficiency totalled £5.599m which equated to 73% of the budget spent. She referred the Group to a summary of the outturn position at Table 3 and to Appendices E and F for a summary of the main variances. She explained that £5.426m was recommended to be carried forward, the majority of which related to delays in Bingham Arena and the Crematorium and carrying over budgets to cover post opening enhancements.

The Group were informed that Special Expenses outturn was detailed in Appendix D and that the Council had a total deficit of £0.138m which was £0.018m more than last year and inflation was higher and income lower than expected.

In summary, the Finance Business Partner said that the position was positive and that the Council had put money into reserves but continued to be exposed to cost of living impacts.

The Vice Chair of Governance Scrutiny Group asked whether agency usage was expected to reduce for the Waste Team. The Finance Business Partner said that the Team would likely always have some reliance on agency staff due to the nature of the work requiring a certain number of people to carry out some jobs which would require short-term cover when people were off. The Vice Chair of Governance Scrutiny Group noted that Health Service ran a bank agency for such situations.

The Service Manager for Corporate Services introduced the Q4 Performance Scorecards and said that there were three task exceptions, which were:

- Digital principles which involved 25 projects designed to expand how the Council used technology and that last year work on the new website had been prioritised which had led to other tasks being reprogrammed for

2023/24;

- Delivery of employment land on strategic sites had made significant progress at Fairham, Newton, Cotgrave and Edwalton, all of which were large projects which would be rolled forward;
- Implementation of proposals from the new planning legislation due to it not having been released by the Government as yet.

In relation to performance, the Service Manager for Corporate Services referred to paragraph 4.27 which detailed areas of high performance. She also referred the Group to four corporate indicators, and three operational targets that had been missed, which included value of savings achieved by the Transformation Strategy impacted by delays in opening Bingham Arena and the Crematorium and which had been offset by better than expected performance at Edwalton Golf Club. The percentage of household waste sent for recycling was also below target due to a dry summer leading to little gardening and green waste which contributed highly to the Council's recycling targets and the Planning Team had experienced some issues processing an increase in planning applications.

The Group was informed that the target time for calls answered by the Customer Contact Centre had been increased from 60 seconds last year to allow time to answer complex customer queries from vulnerable residents in relation to the cost of living crisis. Customer Contact Centre staff were also letting residents know where information was available on the Council's website.

The Chair said that it was important to monitor directing residents to the website as some may not be IT literate.

The Chair referred to usage of community facilities. The Group noted that whilst there may still be some recovery from the pandemic it may also be that people were socialising differently, using spaces differently, by different demographics and that some social activities were now being held online. The Group thought that market factors such as hire costs and the marketing and booking of community spaces could also impact on usage. The Group agreed that this item would benefit from further scrutiny.

In relation to Gamston Community Hall, the Service Manager for Corporate Services said that lower usage may be due to groups having found alternative venues whilst it had been used by the NHS to deliver vaccinations. She said that the Council had a new booking system through the new website.

The Service Manager for Corporate Services suggested that programming this item for scrutiny early 2024 would allow time for Officers to review relevant information and for any impact from the new booking system to be evaluated. The Group asked if Jubilee Hall at Bingham Arena could be included.

The Group asked about the Performance Indicators, including about their formulation and review. The Service Manager for Corporate Services explained that the indicators were divided into two sectors, one for the large strategic corporate tasks and one for operational key services delivered by the Council. She explained that later in the year the Group would be presented with a range

of strategic performance indicators for it to prioritise those it would like to monitor against the new Corporate Strategy. In relation to operational indicators, she explained that the Council monitored a wide range of performance as determined by senior staff and that the Group chose which of those it wanted to be reported in the Performance Report. The Group could request information about areas of interest outside of that process.

It was **RESOLVED** that the Corporate Overview Group:

- a) notes the 2022/23 revenue position and efficiencies identified in Table 1, the variances in Table 2 and notes the carry forwards and appropriations to reserves in Appendix E;
- b) notes the other changes to the earmarked reserves as set out at Appendix B;
- c) notes the re-profiled position on capital and notes the capital carry forwards outlined in Appendix C and summarised in Appendix F;
- d) notes the update on the Special Expenses outturn at paragraph 4.16 and in Appendix D, and
- e) considers whether scrutiny is required for identified exceptions.

7 **Consideration of Scrutiny Group Work Programmes**

The Chair referred to Appendix 2 which set out matrices of items that had already been approved by the former Corporate Overview Group and included onto the scrutiny programme for 2023/24.

In relation to Biodiversity Net Gain item, the Service Manager for Corporate Services said that the Council sought to have a draft scheme in place in readiness for Government regulations due for release in November 2023. The Vice Chair of Governance Scrutiny Group asked for information about the timing of hedgerow cutting to be included.

Councillor Thomas joined the meeting to present her matrix for Housing density in new housing sites. She said that housing site applications would come forward with an expected number of houses which often increased during the planning process, which was of concern to residents and impacted on the infrastructure available. She said that her proposal was to review how the initial housing numbers were determined and whether that process could be more robust.

Councillor Thomas referred to housing density being closely related to housing mix with bigger houses requiring more space, including how much open space was provided on the estate. She referred to Government proposals that housing density should be looked at in terms of existing housing density in the area, which would lead to replication of housing mix rather than a wider diversity. She said that a broadbrush approach may not provide the best housing mix and that it was important to make best and most efficient use of each piece of land. She said that the process for planning of estates needed to

be reviewed and required more scrutiny and discussion than a briefing note

The Chair noted the recommendation for a briefing note in the first instance but said that this did not preclude it coming forward for scrutiny thereafter.

The Group asked about the process for determination and programming of scrutiny items and the Service Manager for Corporate Services explained that Appendix 4 set out the current programme, noting that each meeting reviewed one or two items which allowed a maximum of 8 scrutiny items per group per year. She said that time for Officers to collate and review information also need to be considered in the programming and that sometimes it could be more expedient to provide the information in a different way.

The Group asked whether housing density sat within an existing policy which was due for review and the Service Manager for Corporate Services said that it may fit within the Local Plan linked to the work of the Local Development Framework Group.

In relation to provision of the briefing note, the Service Manager for Corporate Services said that this would enable information to be provided sooner than the item could be programmed into the scrutiny schedule and which could then be refined as to what information was to be reviewed. The Group agreed for this item to be taken forward in the scrutiny work programme.

Councillor Thomas presented her matrix for Management of open spaces within new developments but said that she had not had any input into the matrix itself. She said that it had come forward in response to the motion passed at Council in which the Council recognised the problems with public open spaces on new housing estates and committed to undertake a full detailed options appraisal and seek opportunities to improve the situation.

Councillor Thomas said that the particular issue was the ownership and management of open spaces and thought that that point was only covered by the final bullet point of the matrix. She had concern that the review would not fully address the motion. She welcomed the work that was taking place on this item but had some concern for the focus not to be on covering old ground and refining the question but on solving the problem, for both new and existing estates. Councillor Thomas suggested that residents could be invited to attend the scrutiny meeting to present their perspective.

The Chair asked if there was anything that Councillor Thomas would like to be included in the matrix. Councillor Thomas said that a key area involved residents paying a management company to carry out services and whether there were other ways that this could be managed, such as the Council adopting spaces or residents paying the Council to manage spaces. She said that different estates had different S106 in place and suggested having a consistent approach for all going forward.

The Service Manager for Corporate Service agreed to take the matrix back to Officers for input from Councillor Thomas and thought that it would be possible to maintain its timing in the programme. The Group agreed for this item to be taken forward in the scrutiny work programme without need for it to return to

this Group.

The Chair noted the matrix for Streetwise In-Sourcing and the Service Manager for Corporate Services explained that the service had been brought in-house due to it not meeting the objectives of why it was outsourced. The timing of the report would allow a review of progress within the first 12 months. The Group agreed for this item to be taken forward in the scrutiny work programme

The Chair noted the matrix for Corporate Strategy and the Service Manager for Corporate Service explained that the Council was running a month long public consultation and holding internal working groups, the results of which along with political priorities and proposals would be presented to the Group in September for review, following which a document would be prepared for the Group to review at its November meeting. The Group agreed for this item to be taken forward in the scrutiny work programme

Councillor Thomas presented her matrix for East Midlands Airport - impacts of future flight path changes and aircraft noise in general. She referred to the East Midlands Airport consultation on flight paths which was an ongoing, long, consultative process. The consultation on noise had not been announced at the time of preparing the matrix. She said that she had responded to the consultation as an individual but was aware that the Council could respond as an organisation and as such, she would like to invite representatives from the Airport to attend a scrutiny meeting to discuss the proposals.

Councillor Thomas said that there was a wider issue of noise impact but noted that that part of the consultation was closing on 31 July. The Service Manager for Corporate Services said that an article would be included in Councillors' Connections tomorrow to raise awareness.

The Chair highlighted that Councillors could register as stakeholders to receive updates on the consultation. The Group agreed for this item to be taken forward in the scrutiny work programme.

Councillor Gowland presented her matrix Model for provision of Social Housing. She said that the Council no longer owned any social housing and that current provision wasn't working. She said that there wasn't enough housing available for young single people nor for families receiving support for housing. She said that the proposal was for the Council to bring some housing back into its own control and build a small number of social housing to support residents not served by the registered housing associations or the private sector. The Group agreed for this item to be taken forward in the scrutiny work programme.

The Group reviewed the Work Programmes. The Service Manager for Corporate Service explained that a Review of Growth Boards had been provisionally allocated to October Growth and Development Scrutiny Group following recommendation from Cabinet and pending completion of a scrutiny matrix. In relation to the proposal to scrutinise Community Facilities, the Service Manager for Corporate Service said that a matrix would be brought forward for review with potential for it to be scheduled for January 2024.

It was **RESOLVED** 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 topics for scrutiny submitted by Councillors and officers, and already accepted by the 2022/23 Corporate Overview Group (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 as presented on newly submitted scrutiny matrices (Appendix Three)
- d) review the current work programme for each of the scrutiny groups (Appendix Four).

Work Programme 2023-24 – Corporate Overview Group

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| 14 June 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 [including previously agreed matrices] ○ Financial and Performance Management • Rolling Items <ul style="list-style-type: none"> ○ Diversity Annual Report and update on the Equality and Diversity Strategy |
| 5 September 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"> ○ Health and Safety Annual Report ○ Corporate Strategy |
| 7 November 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"> ○ Customer Feedback Annual Report ○ Corporate Strategy |

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| 20 February 2024 | <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"> ○ |
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Work Programme 2023-24 – Governance Scrutiny Group

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| 29 June 2023 | <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 | <ul style="list-style-type: none"> • Risk Management • Going Concern • Asset and Investment Outturn 2022/23 • Treasury Management Update |
| 23 November 2023 | <ul style="list-style-type: none"> • Internal Audit Progress Report • Annual Audit Report 2022/23 • Treasury and Asset Investments – 6 monthly update • Asset Management Plan |
| 22 February 2024 | <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 2024/25 |

Work Programme 2023-24 – Growth and Development Scrutiny Group

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| 19 July 2023 | <ul style="list-style-type: none"> • A review of Rushcliffe Oaks Crematorium • Biodiversity Net Gains – New Legislation |
| 4 October 2023 | <ul style="list-style-type: none"> • How the Borough works with partners to plan for the infrastructure required to support growth • Review of Growth Boards |
| 3 January 2024 | <ul style="list-style-type: none"> • Sewerage Infrastructure and Discharge within Rushcliffe • Management of Open Spaces |
| 6 March 2024 | <ul style="list-style-type: none"> • |

Work Programme 2023-24 – Communities Scrutiny Group

| | Items / Reports |
|-----------------|---|
| 20 July 2023 | <ul style="list-style-type: none"> Review of the Empty Homes Strategy and Council Tax implications |
| 5 October 2023 | <ul style="list-style-type: none"> Social Housing Models |
| 18 January 2024 | <ul style="list-style-type: none"> Flight Paths Use of Community Facilities (TBC) |
| 21 March 2024 | <ul style="list-style-type: none"> Streetwise In-Sourcing Carbon Management Plan Update |

Action Sheet

| Minute item | Action | Officer Responsible |
|-------------|---|--|
| 5 | Information to be provided about Disability Confident Employer accreditation. | Service Manager Economic Growth and Property – please see the attached information sheet |
| 5. | Information to be provided about veterans. | Service Manager Economic Growth and Property – please see the attached information sheet |
| 5. | Information to be provided about establishing walking football/ cricket groups. | Service Manager Economic Growth and Property – please see the attached information sheet |

The meeting closed at 9.31 pm.

CHAIRMAN



Corporate Overview Group

Tuesday, 5 September 2023

Health and Safety Annual Report

Report of the Director of Neighbourhoods

1. Purpose of report

- 1.1. Attached to this report is a copy of the Council's Health and Safety Annual Report which provides a summary of the Council's occupational health and safety performance during the period 1 April 2022 to end March 2023.
- 1.2. The Annual Report is structured in such a way as to reflect Health and Safety Executive guidance. It summarises the Council's health and safety policies, procedures and activities which have taken place over the last year. It also sets out training programmes delivered, provides numerical and statistical data and the proposed health and safety objectives for the year.
- 1.3. A presentation will be delivered to Corporate Overview Group which will highlight the main points to consider within the report.

2. Recommendation

It is RECOMMENDED that the Corporate Overview Group:

- a) considers the detailed information contained within the Annual Health and Safety Report
- b) notes the change to the health and safety risk profile as a result of both Streetwise coming back in-house and the opening of Rushcliffe Oaks
- c) notes the significant progress made against the health and safety goals and objectives previously agreed by Corporate Overview Group for the financial year 2022/23
- d) endorses the proposed health and safety objectives for 2023/24 as set out in the report.

3. Reasons for Recommendation

- 3.1. Best practice suggests all organisations produce and publish an Annual Health and Safety Report.

- 3.2. Setting health and safety objectives within a plan helps to maintain good levels of performance and to ensure continued progress in health and safety across the Council.

4. Supporting Information

- 4.1. Details are contained within the Health and Safety Annual Report attached at Appendix One. This includes reviewing the current health and safety performance of the Council, changes in overall risk profile with the Streetwise service being brought back in house and the opening of the Rushcliffe Oaks Crematorium. In addition, the following objectives which have been set for 2023/24:

- Review and update the policies that are over 3 years old (as listed in 3.2 of this report)
- Health and safety compliance audits across the authority
- Continue to support health and safety compliance at Streetwise
- Health and Safety Inspection at Rushcliffe Oaks
- Improve on e-learning compliance rates for DSE e-learning course by moving over to a certification
- Continue to deliver appropriate workplace health initiatives in line with employee's needs.

5. Risks and Uncertainties

- 5.1. There is a risk of health and safety performance declining if objectives are not agreed and delivered as set out in the Annual Report.

6. Implications

6.1. Financial Implications

Appropriate budget provision is made for the discharge of the health safety function within the Council and the report has no additional financial implications. There could be a financial impact on the Council if we failed to deliver effective health and safety management across the organisation resulting in a serious breach of health and safety legislation.

6.2. Legal Implications

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

6.3. Equalities Implications

There are no equalities implications

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

There are no crime and disorder implications

7. Link to Corporate Priorities

| | |
|--------------------|--|
| Quality of Life | Effective health and safety management of Council functions helps to ensure services and facilities which are safe for public use thus having a positive impact on residents quality of life |
| Efficient Services | The delivery of services that are compliant with health and safety legislation is an integral part of ensuring efficient and effective services |
| Sustainable Growth | No direct implications from this report |
| The Environment | Good compliance with health and safety legislation will have a positive impact on protecting the local environment |

8. Recommendations

It is RECOMMENDED that the Corporate Overview Group

- a) considers the detailed information contained within the Annual Health and Safety Report
- b) notes the change to the health and safety risk profile as a result of both Streetwise coming back in-house and the opening of Rushcliffe Oaks
- c) notes the significant progress made against the health and safety goals and objectives previously agreed by Corporate Overview Group for the financial year 2022/23
- d) endorses the proposed health and safety objectives for 2023/24 as set out in the report.

| | |
|--|--|
| For more information contact: | David Banks Director of Neighbourhoods Tel: 0115 9148438 dbanks@rushcliffe.gov.uk |
| Background papers available for Inspection: | |
| List of appendices: | Health and Safety Annual Report 2022/23 |

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HEALTH AND SAFETY ANNUAL REPORT

April 2022 to end March 2023

1.0 INTRODUCTION

- 1.1 This annual report sets out the Council's occupational health and safety performance during the twelve month period 1 April 2022 to 31 March 2023. As with previous reports it is split into a number of sections highlighting the key issues. It also sets out new policies which have been implemented as part of the control measures within the corporate health and safety framework.
- 1.2 Furthermore the update provides an indication of the effectiveness and success of the health and safety control measures the Council has in place with evidence showing training delivered, progress towards meeting health and safety aims and objectives and the number of accidents recorded.

2.0 CHANGES TO RISK PROFILE

- 2.1 This financial year has seen a number of changes which have resulted in altering the health and safety risk profile of the Council.
- 2.2 As you will be aware Streetwise services came back in-house in September 2022, resulting in a change from having a contractual overview of health and safety compliance, to the team being a part of the Council's establishment. Significant work was undertaken in the lead up to the transfer including audits see section 4.3, but also since September to support the team with the transition into health and safety policies and procedures at Rushcliffe. This has resulted in an increase in the establishment head count from 259 to 312 employees, and sees the Council providing more higher risk services such as litter picking of high speed roads and arboriculture work.
- 2.3 Bingham Arena opened its doors to the public in February 2023, adding a great facility to the Council's portfolio. This resulted in significant health and safety work for the contract and project management team during development but has provided the Council with a modern safe facility. This has enabled us to remove services from the previous Bingham Leisure Centre site which as expected was high maintenance to ensure health and safety compliance of the building. Toothill sports centre will remain open with provision of leisure services through Parkwood who will provide regular update reports on health and safety compliance.
- 2.4 Rushcliffe Oaks was officially opened for services on 3 April 2023. The delivery of a new crematorium service has required regular health and safety input and support to ensure its successful opening. The running of the electric powered cremator is an obvious risk on the new site, but in addition to this there are nine acres of memorial grounds to maintain. The health and safety performance at this site will be included and reported on moving forward.

3.0 PROVISION OF HEALTH AND SAFETY ADVICE AND SUPPORT

- 3.1 As explained in the annual report last year, the delivery of the health and safety advisor function is delivered on a day to day basis through the Strategic HR Manager but with the support from Bolsover District Council for the delivery of the proactive areas such as audits, inspections and policy reviews. The Strategic HR Manager works closely with the Bolsover Team to ensure effective support from Bolsover as and when required.

4.0 KEY ACTIVITIES

4.1 COVID-19

In April 2022 the COVID restrictions were lifted and all the previous guidance documents and risk assessments were reviewed and updated to ensure they were reflecting the Governments guidance to “Living with COVID and Respiratory Illnesses”. Once completed the health and safety involvement in COVID was dramatically reduced, but still overseeing areas such as provision of PPE and supporting staff and managers with risk assessing when staff tested positive for COVID.

4.2 Policy Review

Due to the significant work that took place on reviewing health and safety policies in 2021/22 there was only one policy that hadn't been reviewed in the last 3 years. There was a delay to reviewing the Violence at Work Policy due to work that was taking place to implement a new Lone Working monitoring system. The new PeopleSafe personal safety/lone working project was completed at the end of January 2023 and the policy was reviewed and updated to include details of the new system.

The following policies are due for a review and update in 2023/24 as they will be coming up to 3 years since their last review:

- Alcohol and Substance Misuse policy
- Bomb threat policy
- Display Screen Equipment Policy
- Driving Policy
- Emotional Wellbeing and Stress Management Policy
- Fire Policy
- Evacuation Chair Policy
- Corporate Warning Register Procedure

4.3 Health & Safety Audits

One of the health and safety objectives for this 12-month period was to carry out health and safety audits of Streetwise prior to it coming back in-house on 1 September 2022.

These audits were carried out by Bolsover District Council and comprised of the following:

- Initial audit questionnaire of managers within Streetwise
- Frontline staff audit questionnaires completed by over 40 employees
- Follow up face to face in-depth questioning of approx. a quarter of those employees

As a result of these audits, Bolsover produced a report detailing the strengths and any weaknesses within Streetwise. The audit findings demonstrated that Managers were generally aware of their role and duties under relevant health and safety legislation, but there was a lack of clarity regarding documentation. The audit has enabled the Council to understand priorities following the Streetwise transfer and resulted in a comprehensive action plan and work programme being developed and implemented.

4.4 Training

Health and safety training needs are identified in a number of ways including Personal Development Reviews (PDRs), regular one to ones, team meetings and through the Executive Management Team. The Health and Safety Advisor also ensures that training is consistent with our duties and legal responsibilities. The difficulties previously experienced during COVID with delivery of training face to face has not been a problem in 2022/23.

All new starters undergo a thorough induction which details areas to be covered on day 1 of employment, week one and end of week two. This covers a number of health and safety areas such as fire evacuation, first aiders and accident reporting. This is then followed up with more detailed e-learning modules where appropriate.

The following health and safety training was organised through Human Resources in the last 12 months.

| Course Subject | Number of Staff who's training is in date | % of those requiring training who have been trained | Outcome/impact |
|-------------------------------------|---|---|---|
| Fire safety Training e-learning | 218 | 94% | Refresher training for staff on fire safety issues. There are 233 employees who have access to the e-learning. Increased from 83% last year |
| Display Screen Equipment e-learning | 115 | 49% | On-line training and assessment of computer workstations. 233 employees have been given access to the e-learning. New course went live in 2020 so some staff now over 3 years since completion. |
| Legionella awareness e-learning | 37 | 80% | This training is for all staff who need to be aware of the risks of Legionella within the workplace. 46 staff require this training. Increased from 9% last year as the training has been renewed |
| Asbestos awareness e-learning | 28 | 44% | This training is for all staff who need to be aware of the risks of Asbestos within the workplace. 63 staff require this training. This course only went live in March 2023 and staff were given 4 weeks to complete. Further update – 84% completion rate by beginning July 2023 |
| Manual handling e-learning | 187 | 80% | Basic manual handling awareness for low-risk staff. 233 employees have been given access to the e-learning package. |
| Working at Height e-learning | 30 | 88% | 34 employees have been requested to complete this training due to their job role |
| Emergency First Aid at Work | 22 | | This 1-day qualification is designed to give first aiders working in low-risk environments the skills they need to deal with a first aid emergency. |

| | | | |
|-------------------|---|--|---|
| First Aid at Work | 4 | | This 3-day course teaches the skills to recognise and treat a wider range of injuries and medical conditions. |
|-------------------|---|--|---|

4.5 The above training is also supported by significant on the job training within all Service Areas but in particular at the higher risk Depot site. Training at the Depot is delivered in a number of ways including tool box talks which are brief practical sessions for employees on site. Other types of training also include for example robust induction training specific to the job role, tasks and equipment used, and driver training. The ultimate aim of the training is to ensure that the job is carried out in the correct safe manner to reduce accident rate

4.6 A recent upgrade to the e-learning system now enables automatic reminders to be sent to employees when training is due and also copies in their manager when training is overdue, this is called “certifications”. The Display Screen Equipment course is the only one that hasn’t been transferred onto the new certification. This is a priority in order to improve on completion rates and ensure compliance with refresher training every 3 years. 100% completion rates are unlikely due to new starters and time given to complete the training.

4.7 **Meetings of Health and Safety Groups**

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

| Meeting | Frequency of meetings | attendees |
|--|-----------------------|--|
| Corporate Health and Safety Group | 6 monthly | Executive Management Team |
| Employee Health and Safety Group | 6 monthly | Director Neighbourhoods, Strategic HR Manager, 8 workplace representatives |
| Legionella, Asbestos and Tree Management Group | 6 monthly | Director Neighbourhoods Relevant managers Strategic HR Manager |

4.8 Health and Safety is also an area of discussion in staff one to one’s and performance development reviews.

4.9 In the last year the meetings detailed above have enabled consideration to be given to a number of issues including training, occupational health, accident statistics, legislation and policy update and service area feedback.

4.10 **Occupational Health**

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

| | | |
|--|------------------------------|---------|
| | Attendance Page 26 Apr | Comment |
|--|------------------------------|---------|

| | 2022 to end March 2023 | |
|-------------------------|------------------------|---|
| Pre-employment medicals | 61 | All new employees are assessed through a pre-employment questionnaire prior to commencing their role with the Council |
| Medical examinations | 13 | To support with sickness absence or managing medical condition in the workplace |

4.11 Flu injections - Staff were provided with an option to receive a free flu voucher

4.12 Workplace Health

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

- Movember for Prostrate cancer
- Mindfulness sessions
- March for Mind (walk 100 miles in March for Mind charity)
- No Smoking day with support from ABL providing advice and signposting
- Mental Health awareness week
- Poetry Day
- Nutrition and Hydration week

5.0 PROGRESS TOWARDS ACHIEVING HEALTH AND SAFETY GOALS

5.1 At its meeting on 6 September 2022 the Corporate Overview Group supported the following health and safety goals. These were previously set by the Council's Executive Health and Safety Group and are monitored and reviewed by them. Progress is set out below.

| H&S Goal | Target date | Action to date | Target met? |
|--|----------------|--|--------------|
| Review and update the Violence at Work policy | End March 2023 | This has been completed and includes reference to the new PeopleSafe Lone working devices | Yes |
| Health and Safety Audit of Streetwise to ensure adequate compliance is in place prior to its return to the Council | 1 Sept 2022 | This was completed. Both auditing of managers and frontline staff | Yes |
| Improve on e-learning compliance rates by re-enrolling staff on relevant courses | End March 2023 | All health and safety e-learning, with the exception of the Display Screen Equipment module, has been moved onto the certifications which auto | 80% complete |

| | | | |
|--|------------|---|-----|
| | | enrols staff. | |
| Ensure risk assessments are reviewed by managers in a more timely manner | Sept 2022 | The risk assessments are held in our performance management system Pentana and now have review due dates on them to remind managers to review | Yes |
| Continue to deliver appropriate workplace health initiatives in line with employee's needs | March 2023 | The Workplace Health Champions have been very busy again this year delivering a variety of activities | Yes |

6. PERFORMANCE

6.1 Accident report forms completed

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

Accident report forms completed

| Establishment figure head count | 2014 /15 | 2015 /16 | 2016 /17 | 2017 /18 | 2018 /19 | 2019 /20 | 2020 /21 | 2021 /22 | 2022 /23 |
|---------------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| | 338-303* | 291 | 285 | 275 | 266 | 257 | 259 | 257 | 259-312** |
| Eastcroft Depot | 19 | 24 | 18 | 15 | 10 | 10 | 14 | 14 | 13 |
| Bingham Depot | N/A | N/A | N/A | N/A | N/A | N/A | N/A | N/A | 9 |
| Arena (Civic) | 4 | 2 | 2 | 3 | 2 | 2 | 0 | 0 | 2 |
| Community Contact Centre | 1 | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| Community Facilities | 1 | 1 | 1 | 1 | 5 | 0 | 2 | 4 | 2 |
| Total | 25 | 28 | 22 | 19 | 17 | 12 | 16 | 18 | 26 |
| Incidence rate | 78 | 96 | 77 | 69 | 64 | 47 | 62 | 70 | 91 |

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

** The establishment figure increased from 259 to 312 from 1st September with the move back in-house of Streetwise

6.2 The table above shows that the number of accidents to employees/agency staff has increased slightly compared to previous years.

6.3 The Incidence Rate shows the number of accidents per 1000 employees. This is calculated by the number of accident forms completed, divided by number

of employees, multiplied by 1000. The HSE use this formula to compare businesses accident rates, however they only look at number of reportable accidents under RIDDOR and not accident forms completed.

6.4 *Accident reports by type*

The table below sets out the accident figures by type.

Accident Report Forms by type

| | 2014 /15 | 2015 /16 | 2016 /17 | 2017 /18 | 2018 /19 | 2019 /20 | 2020 /21 | 2021 /22 | 2022 /23 |
|------------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Struck by Moving Object | 4 | 9 | 4 | 5 | 3 | 2 | 4 | 5 | 6 |
| Strike against fixed object | 1 | 5 | 6 | 2 | 1 | 4 | 0 | 2 | 1 |
| Slip / Trip / Fall | 11 | 4 | 5 | 9 | 5 | 4 | 5 | 8 | 9 |
| Manual Handling | 6 | 8 | 7 | 3 | 3 | 2 | 6 | 3 | 6 |
| Animal attack (e.g. dog) | 2 | 0 | 0 | 0 | 5 | 0 | 1 | 0 | 3 |
| Other (Shock/Contact with liquids) | 1 | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 1 |
| Total | 25 | 28 | 22 | 19 | 17 | 12 | 16 | 18 | 26 |

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

- Slip/trip/fall accidents have increased this year but remain low
- Manual handling accidents have returned to a higher level than was seen in the previous year
- Animal attacks were higher this year. These were all dog bites.

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

| | 2014/ 15 | 2015/ 16 | 2016/ 17 | 2017/ 18 | 2018/ 19 | 2019/ 20 | 2020/ 21 | 2021/ 22 | 2022/ 23 |
|---------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Number of days lost | 102 | 262.5 | 77 | 161 | 99 | 39 | 15 | 26 | 19 |

6.7 The number of days off as a result of an accident at work has continued with the low trend of the recent few years. The number of days absent has fluctuated

significantly over the past few years. The average annual figure over the last nine years equates to 89 days. You will see from the table in 5.8 below that there were only 4 accidents resulting in time off from work, with one accident accounting for a majority of the absence.

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

| Incident Type | Injury type | Location | Time lost in days |
|-------------------------|--------------|------------|-------------------|
| Slip, trip, fall | Sprain ankle | R2Go | 15 |
| Manual handling | Strain back | R2Go | 2 |
| Manual handling | Strain hand | R2Go | 1 |
| Struck by moving object | Bang to head | Streetwise | 1 |
| Total | | | 19 |

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

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

6.10 *The number of health and safety enforcement notices*

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

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

7.1 The Council has health and safety duties to persons not in its employment, for example members of public visiting our sites. The risk assessment process and management of the Council's services ensures that risks to the public and contractors are assessed at the same time as the risk to our employees.

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

- Water risk assessments have been completed at sites across the Borough
- Fire risk assessments completed and in place for all Council occupied buildings
- Legionella risk assessments have been reviewed and updated for all appropriate sites
- Asbestos surveys completed and management plans in place
- The gritting of car parks during periods of inclement weather to ensure safe access to the public

- Scheduled inspections of play equipment at parks using a new system PSS Live which enables real time recording of inspections and defects ensuring a faster response time

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

| | 2014/ 15 | 2015/ 16 | 2016/ 17 | 2017/ 18 | 2018/ 19 | 2019/ 20 | 2020/ 21 | 2021/ 22 | 2022/ 23 |
|------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Member of Public | 15 | 25 | 10 | 2 | 7 | 16 | 1 | 4 | 4 |
| Contractor | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

8. CONCLUSION

8.1 The information reported in relation to the management of health and safety indicates that figures for number of accidents to employees/agency staff has remained consistently low. This is also reflected in the low level of days absent from work as a result of an accident whilst at work. However, this figure does fluctuate greatly from year to year but has remained low for the last four years. Within this 12-month period, only 4 accidents resulted in time off from work. As always, employees are encouraged to return to work and this can be helped by the use of the fit note process by the GP which allows employees to return to work earlier on phased return and/or with adaptations to duties.

Significant progress has been made this year on completing the health and safety objectives set at the beginning of the financial year, in particular the work involved in improving on e-learning completion rates and the auditing of Streetwise prior to the service returning back to the Council.

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

- Review and update the policies that are over 3 years old (as listed in 3.2 of this report)
- Health and safety compliance audits across the authority
- Continue to support health and safety compliance at Streetwise
- Health and Safety Inspection at Rushcliffe Oaks
- Improve on e-learning compliance rates for DSE e-learning course by moving over to a certification
- Continue to deliver appropriate workplace health initiatives in line with employee's needs



Corporate Overview Group

Tuesday, 5 September 2023

Financial and Performance Management

Report of the Director – Finance and Corporate Services

1. Purpose of report

- 1.1. This report outlines the quarter one position in terms of financial and performance monitoring for 2023/24. This is linked to the closure of accounts process and previous financial update reports.
- 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 £0.55m for 2023/24 mostly as a result of an improved position in relation to business rates. This represents a variance of 3.8% of Net Service Expenditure. This is proposed to be earmarked for additional cost pressures mainly in relation to inflation and pay award. The position is likely to change as further variances are identified during the year.
- 1.4. There is a capital budget efficiency expected of £6.457m, primarily due to £2.723m Support for Registered Housing Providers, £1m Gypsy and Traveller Site acquisition and £0.783m crematorium contingencies.

2. Recommendation

It is RECOMMENDED that The Corporate Overview Group considers:

- a) the expected revenue budget efficiency for the year of £0.55m and proposals to earmark this for cost pressures (paragraph 4.1)
- b) the capital budget efficiencies of £6.457m
- c) the expected outturn position for Special Expenses to be £6.5k over budget (paragraph 4.5)
- d) identified exceptions to judge whether further information is required.

3. Reasons for Recommendation

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

4. Supporting Information

Financial Monitoring – Revenue

4.1 For this financial year, the overall budget variance is expected to be an efficiency of £0.55m with proposals to utilise this for in-year pressures given in **Appendix A**. It is proposed to earmark the in-year efficiencies towards the 2024/25 pay award.

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

Table 1: Main Items Impacting on the Current Revenue Budget

| Projected in year costs/(efficiencies) | Pressure/(efficiency) 2023-24 £'000 | Reason |
|--|-------------------------------------|---|
| Legal | 350 | Property related legal claim |
| Streetwise | 350 | Hire of vehicles |
| Crematorium | 199 | Income target over optimistic and cost of grounds maintenance |
| Depot & Contracts | 84 | Car parking costs and tyres |
| Democratic Services | 15 | Member grants not expected to achieve transformation reduction |
| Community Development | 13 | Reduction in Young grant not fully realised until 24/25 |
| Insurance | 17 | Increases on renewal |
| Electoral Services | 24 | Due to voter ID requirement for additional staff and training offset by New Burdens grant |
| Rental income | 33 | Vacancies mainly at the Point |
| Emergency Accommodation | 19 | Increasing demand on B&B's |
| Contingency | (110) | Contingency not required at this stage |
| Planning Policy | (55) | Savings on secondment not backfilled |
| other | 3 | |
| Net Revenue cost/(efficiencies) | 942 | |
| Grant income | (257) | New burdens and other funding above budgeted |
| Business Rates | (770) | Reduced Levy payment |
| Business Rates Pool | (496) | Share of pool surplus |
| Business Rates Deficit | 31 | |
| Total Net Projected Budget Variance | (550) | |

- 4.3 The main adverse variances arise from:
- Rushcliffe Oaks Crematorium: The income budget was set assuming a target 60 cremations per month from the outset rather than a lower target allowing for growth in the new service. Since opening in March, income has been lower than expected. Numbers are rising each month with June reaching 36 cremations and projections suggest 60 is still realistic although consequently the target income for the year will not be achieved
 - Streetwise are currently forecasting a budget pressure of £0.35m on vehicle hire pending the results of an independent report and recommendations linked to the way forward in relation to carbon reduction
 - Depot and contracts are overspending on tyres due to both consumption and increasing cost of rubber and a service payment for the car park SLA in relation to 2022/23
 - Increased income attributable to the Nottinghamshire Business Rates pool surplus, a lower Business Rates Levy (a charge to Government based on Business Rates Growth) and additional grant income are among the biggest favourable variances
 - £0.35m is also required in relation to a property related legal claim.
- 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 30 June 2023, is attached at **Appendix B**.
- 4.5 **Appendix E** shows the Quarter 1 position on the Special Expenses budget. The expenditure is currently expected to be £6.5k above budget mostly in relation to costs incurred from a traveller encampment. This position may change later in the year as further variances are identified.

Financial Monitoring – Capital

- 4.6 The updated summary of the Capital Programme monitoring statement and funding position is shown at Appendix C as at 30 June 2023. 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 2023/24 was £9.576m, with £5.426m carry forwards and other adjustments of £1.722 giving a current budget of £16.724m. The projected outturn is £10.267m, resulting in an estimated underspend of £6.457m. Primarily, this arises from:
- £2.723m for the provision for Support for Registered Housing Providers, meetings are taking place with Registered Providers, developers, and Homes England to explore opportunities to commit the provision.
 - £1m provision in 2023/24 for the Gypsy and Traveller Site acquisition: a funding bid in 2022/23 was not successful, and other sources of funding are being investigated but this remains uncommitted at this stage.
 - £0.783m for the potential repayment of VAT at the Crematorium is unnecessary due the 2022/23 partial exemption limit not being breached

- £0.563m on Bingham Leisure Hub release of savings from the contract contingencies, £0.730m still available for post opening enhancements
 - £0.5m expenditure on the Edwalton Community Facility Special Expense expected to slip into 2024/25, planning application for the community venue at Sharphill set for September Committee.
 - £0.480m on the West Park/Julien Cahn Special expense, essential works to be undertaken with a cabinet report early autumn for strategic vision.
- 4.8 The Council is due to receive capital receipts of £7m in the year, primarily from disposals of land at Hollygate Lane; Candleby Lane industrial Estate; and the final payment for overage agreement for Sharphill Wood site. The current projected overall variance is likely to mean that any borrowing requirement can be met from internal resources with no recourse to borrow externally this financial year. There is, however, a risk if the anticipated receipts are delayed which will mean a higher level of short-term, internal borrowing and this will also impact on interest on Council cash balances.

Pressures Update

- 4.9 Staff pay negotiations for 2023/24 are now complete with a pay award of the higher of £2,125 per employee or 3.5% backdated to 1 April 2023. The cost to the Council above budget was approximately £0.394m of which £0.204m was carried forward from 2022/23 underspends in anticipation of this, the remaining amount is covered by in-year contingency. This represents a significant annual cost pressure to the Council which will be supported by the in-year efficiency of £0.55m and subsequently forms part of the MTFs to be approved by Council in March 2024. In addition, the potential associated impact on service provision contracts such as leisure are being monitored.
- 4.10 Inflation peaked in October 2022 at 11.1%, although this dropped to 7.95% in June 2023. It is expected to continue to be above the Government's target for 2023/24, with the potential to fall back to 2% in 2025. This will continue to impact on both contracts that are index linked and those due for renewal, and on fuel and utilities. The impact of inflation was reflected in the 2023/24 budget and is being closely monitored in-year.
- 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 95.01% (slightly below target 97%). The potential financial impact on Council Tax and Business Rates would be an increase in Collection Fund deficit, ultimately a pressure on the budget. Based on Quarter 1 performance 29.61% of Council Tax has been collected, compared to 29.93% last year (a decrease of 0.32%). For Business Rates, currently 41.16% has been collected compared to 43.19% last year (a decrease of 2.03%). There is some distortion on both council tax and business rates due to the £150 energy grants and Covid reliefs making last year's figures unusually high. Taking these into account, the collection rate for Council Tax is comparable and the average quarter 1 collection data for Business rates over the past 5 years is 36.2%, reflecting

that this year's performance is ahead of target. 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 three most significant targets in the Council's Transformation Programme for 2023/24 are the Crematorium (£0.116m), the Parkwood Contract (£0.139m), Streetwise insourcing (£0.1m) and Planning Performance Agreements (£0.075m). At Quarter 1, a total of £0.074m savings have been realised against a target of £0.155m the shortfall mostly relating to the Crematorium and Streetwise.
- 4.13 The value of the Council's Multi Asset investments or pooled funds is currently at £13.699m a £1.3m loss against original investment. The Council hold £0.973m in reserves to smooth the impact of the movements in value with a further £0.2m budgeted to be added in year a total of £1.173m. 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 (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 we retain such investments.

Financial Conclusion

- 4.14 The financial position in the revenue budget is showing a projected overspend of £0.942m; however, due to a lower than anticipated Business Rates Levy charge and the Business Rates Pool surplus distribution, there is a projected overall budget efficiency of £0.55m. Inflation has reduced slightly but remains high and the consequential rising costs of living present significant risks to the Council's budget. Pay awards for the last two years have been higher than anticipated, linked to the cost of living, and this not only impacts on the current year but also in each year thereafter. Furthermore, planned savings are currently falling short of expected targets and this adds further pressure to the budget. The Council must ensure it can support any adverse budgetary impact and proposes to utilise the £0.55m projected underspend to mitigate these risks.
- 4.15 The position on capital is currently positive although in the long-term resources are diminishing and headroom in the budget will be required to ensure future capital commitments can be met. There will still be no need to externally borrow this financial year. Challenges can arise during the year, such as sourcing labour and materials and inflated costs, which may still impact on the projected year-end position, and this will continue to be reported.
- 4.16 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 and there remains little prospect of a longer-term settlement with a

potential general election in 2024 which could entirely change the political agenda. It is hoped that the autumn spending review will bring some clarity on the funding position for 2024/25 but this uncertainty does make longer term forecasting challenging.



















- 4.17 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

- 4.18 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.
- 4.19 Two new strategic tasks have been added: ST1923_24 Deliver a targeted events, health, and sports development programme across the Borough and ST1923_24 Deliver the Cotgrave and Keyworth Leisure centre redevelopment, including the public sector decarbonisation of Cotgrave Leisure Centre. The number of new major capital projects has now slowed down, however major projects will still be delivered as these are identified and resources permit.
- 4.20 Performance in quarter 1 continues to show the positive trends seen following the pandemic. Good performance is particularly evident in the following performance indicators:
- LIDEG02 Processing of planning applications: Major applications dealt with in 13 weeks or agreed period – performance at 100% compared to target of 70%
 - LIDEG40 Percentage of RBC owned industrial units occupied – occupation levels are currently at 100%
 - LIFCS21 Percentage of Non-domestic Rates collected in year – the current collection rate is 41.16% compared to the target of 32.29%
 - LIFCS65 Percentage of telephone enquiries to Rushcliffe Customer Service Centre resolved at first point of contact – currently 93% compared to 87% target
 - LINS14 Average NO_x level for Air Quality Management Areas in the Borough – currently 27µg/m³ against target of 40µg/m³
 - LINS32 Average number of weeks for all Home Search applicants to be rehoused through Choice Based Lettings – current at 29 weeks compared to 40 weeks last year
 - LINS37 Domestic burglaries per 1,000 households – currently 1.36 compared to 3.5 target.

4.21 Four corporate and five operational indicators missing their targets. Explanations can be found in **Appendices F and G**.

4.22 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 |  1 |  0 |  1 |  1 |  0 |
| Performance exceptions: LIFCS15 Value of savings achieved by the Transformation Strategy against the programme at the start of the financial year An explanation is provided in the appendix. | | | | | Performance exceptions: LINS18 Percentage of household waste sent for reuse, recycling and composting An explanation is provided in the appendix. | | | | |






| 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 |  0 |  5 |  1 |  1 |  4 |  4 |

| QUALITY OF LIFE | SUSTAINABLE GROWTH |
|---|--|
| LINS72b Percentage usage of community facilities An explanation is provided in the appendix. | LINS24 Number of affordable homes delivered An explanation is provided in the appendix. |

4.23 Further details and a key of symbols is shown in **Appendix F**.

Performance Monitoring – Operational Scorecard

4.24 The Council's operational business is also monitored, 33 measures make up the Operational Scorecard, presented for scrutiny at the quarterly Corporate Overview Scrutiny Group.

| Operational Scorecard – Performance Indicators | | | | |
|---|---|---|---|---|
|  21 |  2 |  5 |  5 |  1 |
| <p>There are five performance exceptions to report.</p> <p>LIDEG01 Percentage of householder planning applications processed within target times</p> <p>LIDEG17 Percentage of planning enforcement inspections carried out in target time</p> <p>LIFCS61a Percentage of calls answered in 60 seconds</p> <p>LINS06 Cumulative number of fly tipping cases (against cumulative monthly comparison for last year)</p> <p>LINS73b Income generated from parks, pitches and open spaces</p> <p>Explanations are provided in the appendix.</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 2024/25.

- 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 2025/26); government policy in relation to waste collection has now been delayed until 2025; the potential impact of the power station closure in 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. 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 potential 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 MTFS and is good financial practice.

6. Implications

6.1. Financial Implications

Financial implications are covered in the body of the report.

6.2. Legal Implications

There are no direct legal implications arising from this report.

6.3. Equalities Implications

There are no direct equalities implications arising from this report.

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

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

7. Link to Corporate Priorities

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

8. Recommendations

It is RECOMMENDED that The Corporate Overview Group scrutinises:

- a) the expected revenue budget efficiency for the year of £0.55m and proposals to earmark this for cost pressures (paragraph 4.1)
- b) the capital budget efficiencies of £6.457m
- c) the expected outturn position for Special Expenses to be £6.5k over budget (paragraph 4.5)
- d) identified exceptions to judge whether further information is required.

| | |
|--|--|
| For more information contact: | Peter Linfield Director of Finance and Corporate Services Tel: 0115 9148439 plinfield@rushcliffe.gov.uk |
| Background papers available for Inspection: | Council 2 March 2023 – 2023-24 Budget and Financial Strategy Cabinet 11 July 2023 – Financial Outturn Report 22/23 |
| List of appendices: | Appendix A – Revenue Outturn Position 2023/24 – June 2023 Appendix B – Revenue Variance Explanations Appendix C – Capital Programme 2023/24 – June 2023 Appendix D – Capital Variance Explanations 2023/24 June 2023 Appendix E – Special Expenses Monitoring June 2023 Appendix F – Corporate Scorecard Appendix G – Operational Scorecard |

Revenue Outturn Position 2023/24 – June 2023

| | Original Budget £'000 | Revised Budget £'000 | Projected Outturn £'000 | Projected Outturn Variance £'000 |
|--|--------------------------|-------------------------|----------------------------|--|
| Chief Execs | 2,314 | 2,314 | 2,688 | 374 |
| Development and Economic Growth | 181 | 382 | 356 | (26) |
| Finance & Corporate | 4,100 | 4,222 | 4,180 | (42) |
| Neighbourhoods | 7,313 | 7,342 | 7,978 | 636 |
| Net Service Expenditure | 13,908 | 14,260 | 15,202 | 942 |
| Capital Accounting Reversals | (1,895) | (1,895) | (1,895) | 0 |
| Minimum Revenue Position | 1,311 | 1,311 | 1,311 | 0 |
| Total Net Service Expenditure | 13,324 | 13,676 | 14,618 | 942 |
| Grant Income (including New Homes Bonus) | (2,054) | (2,054) | (2,311) | (257) |
| Business Rates (including SBRR) | (4,905) | (4,905) | (6,171) | (1,266) |
| Council Tax | (7,953) | (7,953) | (7,953) | 0 |
| Collection Fund Deficit | 506 | 506 | 537 | 31 |
| Total Funding | (14,406) | (14,406) | (15,898) | (1,492) |
| Net Transfer to/(from) Reserves | (1,082) | (730) | (1,280) | 550 |
| Amounts committed from underspend | | | | 0 |
| Towards 24/25 pay award | | | | 550 |
| Total committed from underspend | 0 | 0 | 0 | 550 |
| Net Budget Deficit/(Surplus) | | | | 0 |

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Revenue Variance Explanations**Adverse variances in excess of £25,000**

| Service | Income / Expenditure Type | Reason | Projected Outturn Variance £'000 |
|---|---------------------------|--|----------------------------------|
| Legal | Supplies & Services | Property related legal claim | 350 |
| Streetwise | Transport Related | Hire of Vehicles | 350 |
| Crematorium | Income | Target assumed full capacity of 60 cremations per month from day one rather than allowing for growth | 157 |
| Crematorium | Premises Related | Grounds maintenance | 42 |
| Depot & Contracts | Supplies & Services | £33k car park SLA 22/23. £11k other increase is offset by £10k increase in projected income | 44 |
| Depot & Contracts | Transport Related | Price of rubber has increased and replacement levels continue to be a budget pressure | 40 |
| Property Services | Income | Vacancies mainly at the Point | 33 |
| Total Adverse Variances >£25k | | | 1016 |

Favourable variances in excess of £25,000

| Service | Income / Expenditure Type | Reason | Projected Outturn Variance £'000 |
|-------------|---------------------------|---|----------------------------------|
| Contingency | Contingency | Remaining contingency not committed at this stage | (110) |

| | | | |
|--|-------------------|--|--------------|
| Environmental Health | Employee Expenses | Staff savings due to rates and vacant time of starters/leavers | (30) |
| Planning Policy | Income | Income for staff secondment not backfilled | (55) |
| Total Favourable Variances >£25k | | | (195) |
| Other Minor Variances | | | 121 |
| Total Variance | | | 942 |

Capital Programme 2023/24 June 2023

| Expenditure Summary | Original Budget £000 | Current Budget £000 | Projected Actual £000 | Projected Variance £000 | Comments |
|---------------------------------|-------------------------|------------------------|--------------------------|----------------------------|---|
| Development and Economic Growth | 1,470 | 4,844 | 2,485 | (2,359) | Anticipated savings on Bingham Hub and the Crematorium; £1m provision for Traveller Site Acquisition not committed yet. |
| Neighbourhoods | 7,796 | 11,347 | 7,429 | (3,918) | Support for Registered Housing Providers not wholly committed as options continue to be assessed (£3m); Edwalton Community Facility £500k and West Park Enhancements £480k likely to slip to 24/25. Potential need to accelerate £506k of the 24-25 vehicle replacement programme as Refuse Freighters front ordered to take advantage of cost savings. |
| Finance & Corporate Services | 160 | 353 | 353 | - | |
| Contingency | 150 | 180 | 0 | (180) | Capital Contingency balance not yet allocated. |
| | 9,576 | 16,724 | 10,267 | (6,457) | |
| FINANCING ANALYSIS | | | | | |
| Capital Receipts | (3,387) | (5,011) | (3,797) | 1,214 | Deferral of Hollygate Lane Receipt |
| Government Grants | (795) | (2,242) | (2,242) | - | |
| Use of Reserves | (1,450) | (2,108) | (1,113) | 995 | Acquisition of Traveller Site not committed yet to be funded from NHB. |
| Grants/Contributions | 0 | (68) | (68) | - | |
| Section 106 Monies | (2,944) | (4,280) | (1,557) | 2,723 | Release of S106s for Affordable Housing, commitments not yet identified. |
| Internal Borrowing | (1,000) | (3,015) | (1,490) | 1,525 | Contingencies on Bingham Hub not fully allocated yet and potential savings on The Crematorium. |
| | (9,576) | (16,724) | (10,267) | 6,457 | |
| NET EXPENDITURE | | 0 | 0 | 0 | |

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Capital Variance explanations 2023/24 June 2023

| | Current Budget £000 | Budget YTD £000 | Actual YTD £000 | Variance £000 | Projected Actual £000 | Variance £000 | Comments |
|--|---------------------------|-----------------------|-----------------------|------------------|-----------------------------|------------------|--|
| DEVELOPMENT AND ECONOMIC GROWTH | | | | | | | |
| Compton Acres Fencing Special Expense | 30 | | | 0 | 30 | 0 | Works need to be tendered. |
| Quantock Grove Bingham POS | 0 | | | 0 | 0 | 0 | Works accelerated and completed in 22/23. |
| Manvers Business Park Enhancements | 300 | | | 0 | 300 | 0 | Substantial enhancement works planned for units: Roller Shutter Doors and the roof. |
| U10 Moorbridge Enhancements | 30 | | | 0 | 30 | 0 | Additional enhancement works required including provision of accessible toilet and shower. Capital Contingency allocation. |
| Bridgford Park Kiosk | 25 | | | 0 | 25 | 0 | Planning approval obtained to construct a dedicated staff toilet for the kiosk. Building regs application to be made and works to be tendered in next few weeks. |
| Colliers BP Enhancements | 40 | 40 | 20 | (20) | 40 | 0 | Contract let to install new water supply pipework to mitigate liability issues nearing completion. Additional Barriers and Bollards also needed. Capital Contingency allocation processed. |
| Abbey Circus Fencing Special Expense | 35 | | | 0 | 35 | 0 | Tendered being compiled |
| Highways Verges: Cotgrave/Bingham/Cropwe ll Bishop | 100 | | | 0 | 100 | 0 | Officer investigation of sites continues to prioritise work plan. |
| Traveller Site Acquisition | 1,000 | | | 0 | 0 | (1,000) | A grant application was made for costs totalling £1.914m with 50% funding £957k. The grant was not approved, 22/23 provision of £1m removed pending further investigation of other funding availability. The draft capital programme for 23/24 contains £1m for site acquisition/development, this is not committed at this stage. |

| | Current Budget £000 | Budget YTD £000 | Actual YTD £000 | Variance £000 | Projected Actual £000 | Variance £000 | Comments |
|-----------------------------------|------------------------|--------------------|--------------------|------------------|--------------------------|------------------|---|
| Cotgrave Phase 2 | 50 | 13 | 4 | (9) | 50 | 0 | Main contract completed 21/22. Peripheral works still to be commissioned: car charging points, teen shelters, landscaping, frontage works, bird netting, and water supply. |
| Bingham Leisure Hub | 1,563 | 156 | 11 | (145) | 1,000 | (563) | Opened 20.02.23. Contract and RBC Contingency sums not fully committed and continue to be allocated as handover protracted. £730k of this year's provision earmarked for post opening enhancements. Decommissioning of the old leisure centre pool has commenced £250k earmarked. £563k is realisation of savings from the project. |
| Water Course Improvements | 210 | | | 0 | 210 | 0 | Works re-profiled to 2023-24 and packaged together with 2023-24 provision to achieve efficiencies. Potential to fund from UKSPF in 23-24 |
| The Point | 95 | | | 0 | 95 | 0 | Upgrade office lighting £150k completed 22/23; common area lighting to be done; balcony waterproofing on-site; and auto doors to be done. |
| Bingham Market Place Improvements | 68 | 62 | 47 | (15) | 55 | (13) | Contract £48k, fees £5k, electrics £2k - works nearing completion, final invoices to be processed. Saving potentially £13k. |
| The Crematorium | 1,273 | 127 | 53 | (74) | 490 | (783) | Total provision including purchase of the land £8.5m. Building operational early Apr. This year's programme included a provision of £780k for the potential repayment of VAT in the event that we breached the partial exemption threshold. The threshold will not now be breached giving rise to a saving. There may be a potential liability in 24/25 and this will continue to be monitored. |
| Keyworth Cemetery | 25 | | | 0 | 25 | 0 | Surveys undertaken. Works to be agreed with the Diocese. Quotes to be sourced. |
| | 4,844 | 398 | 135 | (263) | 2,485 | (2,359) | |
| NEIGHBOURHOODS | | | | | | | |

| | Current Budget £000 | Budget YTD £000 | Actual YTD £000 | Variance £000 | Projected Actual £000 | Variance £000 | Comments |
|--|------------------------|--------------------|--------------------|------------------|--------------------------|------------------|---|
| Vehicle Replacement | 1,390 | | | 0 | 1,896 | 506 | 9 Refuse Collection Vehicles on order, delivery expected Oct 23 to early 24 TOTAL £1.815m of which, 3 vehicles to be met by acceleration from 24/25 for cost savings; 2x EV Polaris on order for RCP anticipated delivery Sept cost £81k; Eastcroft vans/trucks £235k not included in projection, currently under Cenex review may defer to 24/25 budget. |
| Support for Registered Housing Providers | 3,179 | | | 0 | 456 | (2,723) | Commitments of £456k: £80k for 50% due on Practical Completion for 10 units of affordable housing on Garage Sites Ph 2; £36k 1 affordable rent unit in Ruddington; £340k for 4 units Nicker Hill. Meetings taking place with RPs/Developers and Homes England to explore opportunities to commit the provision. |
| Discretionary Top Ups | 93 | | | 0 | 93 | 0 | 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. This provision is to meet existing commitments and includes £40k top-up from Notts County for two DFGs. |
| Disabled Facilities Grants | 1,136 | 236 | 196 | (40) | 862 | (274) | There is continued pressure on the Mandatory DFG provision. Budget includes the requirement for RBC has to commit own resources to support service delivery. Current projection is based on expected works. |
| Hound Lodge Enhancements | 250 | | | 0 | 0 | (250) | The future of Hound Lodge is currently being assessed. Sum not committed. |
| Arena Enhancements | 128 | 22 | 6 | (16) | 128 | 0 | Some work required to upgrade reception and corridor floors. |
| Car Park Resurfacing | 96 | 22 | 16 | (6) | 96 | 0 | Bridgford Road resurface scheduled for winter months. |

| | Current Budget £000 | Budget YTD £000 | Actual YTD £000 | Variance £000 | Projected Actual £000 | Variance £000 | Comments |
|--|------------------------|--------------------|--------------------|------------------|--------------------------|------------------|---|
| Cotgrave & Keyworth Leisure Centre Enhancements | 3,026 | 287 | 16 | (271) | 3,026 | 0 | Design work in progress. Working to finalise contracts with Henry Riley and Leisure Energy. Salix Grant Funding of £1.215m awarded which needs 12% match funding £146k from the Climate Change Reserve - budget adjustments processed for these. Aiming to be in contract early August. Work being undertaken to finalise the lease at KLC with NCC and extend for further 15 years. |
| Edwalton Golf Club Enhancements | 30 | | | 0 | 0 | (30) | Sum not yet committed. A report will be taken in September/October. |
| Old Bingham Leisure Centre Improvements | 35 | 18 | 14 | (4) | 35 | 0 | Provision to support emergent Health and Safety measures at the old BLC. |
| Gresham Sports Park Redevelopment | 139 | | | 0 | 100 | (39) | PO raised for £25k for swale works. More works to be commissioned. Savings will be realised. |
| Gamston Community Centre Enhancements Special Expense | 56 | | | 0 | 0 | (56) | To support any carbon reduction work. Sum not yet committed. To be lead by the environmental energy audit. Potential government grant funding to be made available for Community Halls. |
| Lutterell Hall Enhancements Special Expense | 77 | | | 0 | 0 | (77) | Sum not yet committed |
| HUG (Home Upgrade Grant) and LAD3 (Local Authority Delivery) Green Energy Grants | 161 | | | 0 | 161 | 0 | New initiative, fully funded by Government Grants. New HUGs and an extension of LAD2. Funds were to be spent by 31 March 2023 but deadlines extended: HUG1 31 May 2023 and LAD3 30 Sept 2023. External Wall Insulation completed invoices awaited. |
| Gresham Sports Pavilion | 73 | | | 0 | 73 | 0 | Changing rooms options to be decided. Flooring works complete at £7k. Changing Places Toilet works commissioned £55k. Risk and cost pressure associated with Legionella investigation. |
| Rushcliffe Country Park Play Area | 100 | | | 0 | 100 | 0 | Tender prep Q2, works Q3/Q4. |





| | Current Budget £000 | Budget YTD £000 | Actual YTD £000 | Variance £000 | Projected Actual £000 | Variance £000 | Comments |
|--|------------------------|--------------------|--------------------|------------------|--------------------------|------------------|---|
| Rushcliffe Country Park Visitor Centre | 150 | 30 | 26 | (4) | 150 | 0 | Development works complete, opening ceremony took place Oct 22. Footpath now complete; £28k for Sail Canopies to be funded from a Will Benefactor PO raised for this. |
| External Door/Window Upgrades Various Sites | 46 | | | 0 | 46 | 0 | To be undertaken ad hoc. |
| Capital Grant Funding | 15 | | | 0 | 15 | 0 | One final grant of £15k committed. |
| Edwalton Community Facility Spec Exp | 500 | | | 0 | 0 | (500) | Planning application for a community venue at Sharphill submitted July, to Sept Planning Committee and then works have to align with the build out of the site. Potential for scheme to slip to 24/25. Detailed design and cost plan to follow. |
| Adbolton Play Area Spec Exp | 85 | 82 | 80 | (2) | 85 | 0 | Works complete, fees to be charged. |
| Greythorn Drive Play Area Spec Exp | 75 | | | 0 | 75 | 0 | Budget adjustment for S106s to be actioned. |
| Bridgford Park Play Area Spec Exp | 7 | | | 0 | 12 | 5 | Replacement Roundabout. |
| West Park Julien Cahn Pavilion Special Expense | 500 | | | 0 | 20 | (480) | £20k enhancement and essential works to be undertaken in August. Cabinet report in early autumn to identify the strategic vision for the site and support investment priorities. |
| | 11,347 | 697 | 354 | (343) | 7,429 | (3,918) | |
| FINANCE & CORPORATE SERVICES | | | | | | | |
| Information Systems Strategy | 353 | 173 | 171 | (2) | 353 | 0 | Rollout of the ICT Alignment Strategy to meet business needs and embrace changing technology. Cloud Based Solutions now being assessed. Expenditure has accelerated against the profile but will be contained within overall budget provision. |
| | 353 | 173 | 171 | (2) | 353 | 0 | |
| CONTINGENCY | | | | | | | |

| | Current Budget £000 | Budget YTD £000 | Actual YTD £000 | Variance £000 | Projected Actual £000 | Variance £000 | Comments |
|--------------------------------|------------------------|--------------------|--------------------|------------------|--------------------------|------------------|--|
| Contingency | 180 | | | 0 | 0 | (180) | Budget movement: Original Budget £150k £100k brought forward from 22-23 £30k allocation U10 Moorbridge; £40k allocation Colliers BP. |
| | 180 | 0 | 0 | 0 | 0 | (180) | |
| Total Capital Programme | 16,724 | 1,268 | 660 | (608) | 10,267 | (6,457) | |






Special Expenses Monitoring June 2023





| | 2023/24 Original | Forecast P3 | Forecast Variance | Reasons for variance |
|-------------------------------|---------------------|----------------|----------------------|--------------------------------------|
| | £ | £ | £ | |
| <u>West Bridgford</u> | | | | |
| Parks & Playing Fields | 438,100 | 442,500 | 4,400 | Maintenance and Traveller encampment |
| West Bridgford Town Centre | 92,100 | 92,100 | 0 | |
| Community Halls | 96,900 | 100,000 | 3,100 | Maintenance Contracts |
| Contingency | 14,700 | 14,700 | 0 | |
| Annuity Charges | 100,100 | 100,100 | 0 | |
| RCCO | 75,000 | 75,000 | 0 | |
| Sinking Fund (The Hook) | 20,000 | 20,000 | 0 | |
| Total | 836,900 | 844,400 | 7,500 | |
| | | | | |
| <u>Keyworth</u> | | | | |
| Cemetery & Annuity Charges | 12,700 | 12,700 | 0 | |
| Total | 12,700 | 12,700 | 0 | |
| | | | | |
| <u>Ruddington</u> | | | | |
| Cemetery & Annuity Charges | 11,100 | 10,100 | -1,000 | Funeral income |
| Total | 11,100 | 10,100 | -1,000 | |
| | | | | |
| TOTAL SPECIAL EXPENSES | 860,700 | 867,200 | 6,500 | |

Tasks












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



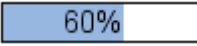



Performance Indicators

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

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








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 | 2024 | <div style="width: 40%;"><div style="background-color: #4F81BD; height: 10px;"></div></div> 40% |
|  | ST1923_10 | Deliver our Medium-Term Financial Strategy and Corporate Strategy | 2024 | <div style="width: 25%;"><div style="background-color: #4F81BD; height: 10px;"></div></div> 25% |
| 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 | 2024 | <div style="width: 50%;"><div style="background-color: #4F81BD; height: 10px;"></div></div> 50% |
|  | ST1923_19 | Implementation of proposals from the Resources and Waste Strategy for England | 2025 | <div style="width: 20%;"><div style="background-color: #4F81BD; height: 10px;"></div></div> 20% |
| 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 | 2024 | <div style="width: 88%;"><div style="background-color: #4F81BD; height: 10px;"></div></div> 88% |
|  | ST1923_23 | Delivery of the Equality, Diversity and Inclusion scheme action plan | 2024 | <div style="width: 35%;"><div style="background-color: #4F81BD; height: 10px;"></div></div> 35% |
|  | ST1923_24 | Deliver a targeted events, health, and sports development programme across the Borough | 2024 | <div style="width: 30%;"><div style="background-color: #4F81BD; height: 10px;"></div></div> 30% |
|  | ST1923_25 | Deliver the Cotgrave and Keyworth Leisure centre redevelopment, including the public sector decarbonisation of Cotgrave Leisure | 2025 | <div style="width: 0%;"><div style="background-color: #4F81BD; height: 10px;"></div></div> 0% |
| Sustainable Growth | | | | |
|  | ST1923_11 | Support the delivery of 13,150 new homes and the 5-year land supply | 2028 | <div style="width: 45%;"><div style="background-color: #4F81BD; height: 10px;"></div></div> 45% |
|  | 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="width: 25%;"><div style="background-color: #4F81BD; height: 10px;"></div></div> 25% |
|  | ST1923_13 | Support the delivery of improved transport infrastructure – A46, A52, A453 Corridors | 2024 | <div style="width: 86%;"><div style="background-color: #4F81BD; height: 10px;"></div></div> 86% |

| Status | Ref. | What are we doing | Due date | Progress |
|---|-----------|--|----------|---|
|  | ST1923_15 | Support the delivery of affordable housing in the Borough, working with developers, providers and private landlords | 2024 |  90% |
|  | ST1923_18 | Review Local Plan Part 1 – Core Strategy in partnership with Greater Nottingham Housing Market Area | 2024 |  60% |
|  | ST1923_20 | Coordinate Rushcliffe's involvement in the Development Corporation and Freeport to support the redevelopment of the Ratcliffe on Soar site | 2024 |  87% |
|  | ST1923_22 | Implementation of proposals from Levelling up and Regeneration Bill | 2024 |  0% |

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Performance Indicators - Strategic Scorecard

| Efficient Services | | | | | | | |
|---|---------|---|------------|---------|---|-----------|---------|
| Status | Ref. | Description | Q1 2023/24 | | | 2023/24 | 2022/23 |
| | | | 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 | £0.074m | £0.155m |  | £0.622m | £0.013m |
| <p>Savings are below target mostly due to the crematorium income budget which was set at 60 cremations per month rather than allowing for growth of the new service. Whilst early indication is that the projected cremations may reach 60 per month, this is unlikely to achieve the transformation target for this year of £0.116m. Streetwise vehicle hire costs are above budget pending a decision to purchase vehicles and will also not achieve the target of £0.1m for 2023/24. The spend on the Councillors' Community Grant Scheme is currently projecting to exceed the target saving of £20k although this may change by the end of the year depending on demand. The Young budget was set a target of £41k reduction however negotiations have achieved a reduction of £23k for 2023/24. These targets together account for a full year shortfall of £0.254m against the target of £0.622m. Further details are provided in the finance sections of this report. Whilst the target is unlikely to be met this year efficiencies in other areas ensure expenditure is on track and the budget should not be exceeded.</p> | | | | | | | |
|  | 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 | -3.84% | -4% |  | -1% | -1.23% |
|  | LIFCS63 | Percentage of residents satisfied with the variety of ways they can contact the Council | - | - | - | No survey | 59% |

| Environment | | | | | | | |
|--|--------|---|------------|--------|---|-----------|---------|
| Status | Ref. | Description | Q1 2023/24 | | | 2023/24 | 2022/23 |
| | | | 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 | 52.61% | 55.29% |  | 50.00% | 44.71% |
| <p>The first quarter figure is below target and is in the main down to reduced garden waste (green bin) tonnage. Whilst last year was also low due to the extremely dry weather this year has seen less green waste collected (400 tonnes) due to wetter weather conditions which has restricted gardening activity.</p> | | | | | | | |













| | | | | | | | |
|---|--------|--|--------|--------|---|--------|--------|
|  | LINS23 | Residual waste collected per household, in kilos | 118.84 | 120.00 |  | 480.00 | 465.00 |
|---|--------|--|--------|--------|---|--------|--------|












Quality of Life

| Status | Ref. | Description | Q1 2023/24 | | | 2023/24 | 2022/23 |
|---|----------|---|---------------|----------|---|----------|-----------|
| | | | Value | Target | Long Trend | Target | Value |
|  | LINS32 | Average number of weeks for all Home Search applicants to be rehoused through Choice Based Lettings | 29 weeks | 50 weeks |  | 50 weeks | 32 weeks |
|  | LINS51 | Number of leisure centre users - public | 178,674 (May) | 239,807 | | 959,715 | 1,141,586 |
|  | LINS72 b | Percentage usage of community facilities | 28.2% | 50% |  | 50% | 29.2% |

Usage across Sir Julien Cahn, Gamston and West Park Sports Pavilion remains strong however overall occupancy remains affected by low figures for Rushcliffe Arena Committee Room 1 and 2 due to summer seasonal affects. Usage figures for Rushcliffe Arena are based upon spaces being bookable 8am - 10pm 7 days a week. Demand for Saturdays and usage weekday evenings 5pm+ is low which affects the overall outturn for all venues. This issue was highlighted at the last COG meeting and is due to be scheduled for scrutiny at this meeting.

Sustainable Growth








| Status | Ref. | Description | Q1 2023/24 | | | 2023/24 | 2022/23 |
|---|----------|---|------------|-----------|---|-----------|---------|
| | | | Value | Target | Long Trend | Target | Value |
|  | LIDEG 02 | Processing of planning applications: Major applications dealt with in 13 weeks or agreed period | 100.00% | 70.00% |  | 70.00% | 76.60% |
|  | LIDEG 03 | Percentage of non-major applications dealt with in 8 weeks or agreed period | 88.5% | 80% |  | 80% | 83.7% |
|  | 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 | 43.35% | No target |  | No target | 42.4% |
|  | LIDEG 19 | Value of future developer contributions to infrastructure funding | £32.31m | No target |  | No target | £34.39m |
|  | LIDEG 32 | Supply of ready to develop housing sites | Not due | | | No target | |
|  | LIDEG | Number of new homes built | Not due | | | No target | |

| Status | Ref. | Description | Q1 2023/24 | | | 2023/24 | 2022/23 |
|---|----------|---|------------|--------|---|-----------|---------|
| | | | Value | Target | Long Trend | Target | Value |
| | 33 | | | | | | |
|  | LIDEG 34 | Area of new employment floorspace built (sq mtrs) | Not due | | | No target | |
|  | LIDEG 35 | Number of Neighbourhood Plans adopted | 0 | - |  | No target | 0 |
|  | LIDEG 36 | Percentage of homes built on allocated sites at key rural settlements | Not due | | | | |
|  | LIDEG 37 | Percentage of new homes built against the target within the Local Plan | Not due | | | | |
|  | LIDEG 40 | Percentage of RBC owned industrial units occupied | 100% | 96% |  | 96% | 99.11% |
|  | LIDEG 41 | Level of income generated through letting property owned by the Council but not occupied by the Council | £0.463m | £0.45m |  | £1.8m | £1.723m |
|  | LINS24 | Number of affordable homes delivered | 63 | 75 |  | 300 | 281 |





The progress of overall housing delivery by developers on key sites is slow and affordable housing units are also backloaded for delivery towards the end of the year. We therefore anticipate meeting our targets.
























Performance Indicators - Operational Scorecard



Development and Economic Growth

| Status | Ref. | Description | Q1 2023/24 | | | 2023/24 | 2022/23 |
|--|---------|---|------------|--------|---|-----------|---------|
| | | | Value | Target | Long Trend | Target | Value |
|  | LIDEG01 | Percentage of householder planning applications processed within target times | 74.00% | 80.00% |  | 80.00% | 59.80% |
| <p>Performance on the processing of householder planning applications is steadily improving month on month (71.8% in April, 72% in May). Three new members of staff joined the team in mid July and so the team are now fully staffed. Reliance on agency staff will therefore be reduced. Further improvements in performance are expected in the next quarter.</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 | 0.6% | 10% |  | 10% | 0.6% |
|  | LIDEG17 | Percentage of planning enforcement inspections carried out in target time | 67.3% | 80% |  | 80% | 78.05% |
| <p>This target is based on all cases needing to be visited next working day and does not reflect the new tiered approach outlined in the Council's Enforcement Policy. The reporting system needs to be updated to enable monitoring in line with the policy.</p> | | | | | | | |







Finance and Corporate Services

| Status | Ref. | Description | Q1 2023/24 | | | 2023/24 | 2022/23 |
|---|---------|--|------------|--------|---|---------|---------|
| | | | Value | Target | Long Trend | Target | Value |
|  | LIFCS10 | Percentage of invoices for commercial goods and services which were paid by the authority in payment terms | 99.09% | 98.00% |  | 98.00% | 98.88% |
|  | LIFCS20 | Percentage of Council Tax collected in year | 29.61% | 29.97% |  | 99.10% | 99.20% |









| Status | Ref. | Description | Q1 2023/24 | | | 2023/24 | 2022/23 |
|--|----------|--|------------|-----------|---|-----------|-----------|
| | | | Value | Target | Long Trend | Target | Value |
|  | LIFCS21 | Percentage of Non-domestic Rates collected in year | 41.16% | 32.29% |  | 99.20% | 99.30% |
|  | LIFCS22a | Average number of days to process a new housing benefit claim | 10.62 | 13 |  | 13 | 10.12 |
|  | LIFCS22b | Average number of days to process a change in circumstances to a housing benefit claim | 2.79 | 4 |  | 4 | 2.49 |
|  | LIFCS22c | Average number of days to process a new council tax reduction claim | 14.09 | 18 |  | 18 | 13.3 |
|  | LIFCS22d | Average number of days to process a change in circumstances to council tax benefit claim | 1.60 | 4 |  | 4 | 2.01 |
|  | LIFCS24 | Percentage of housing and council tax benefit claims processed right first time | 95.00% | 96.00% |  | 96.00% | 97.00% |
|  | LIFCS50 | Number of complaints received by the council at initial stage | 16 | No target |  | No target | 50 |
|  | LIFCS52 | Percentage of complaints responded to within target times | 100% | 95.0% |  | 95.0% | 98.2% |
|  | 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) | 26% | 30% |  | 70% | 55% |
| <p>Due to annual billing and green bin renewals, the number of calls to the Customer Services Centre is significantly higher in the first quarter of the year and performance targets are profiled to take this into account. These two processes also prompt enquiries that can be difficult to resolve and additional time is taken with all customers to ensure they are comfortable with the changes made. In general terms, there are more calls than average, and their complexity impacts upon call duration. Also demand is alters according to circumstance eg cost of living crisis. This in turn impacts on the percentage of calls answered within 60 seconds (which is a stretching target by industry standards). Rotas and working times are flexed to respond to demand. Performance is expected to improve as the year progresses. The profile target was missed by 2% in May and 4% in June. Calls are still answered promptly and the Council has received no official complaints with regards to call response time.</p> | | | | | | | |
|  | LIFCS64 | Percentage of customer face to face enquiries to Rushcliffe Customer Service Centre responded to within 10 minutes | 95% | 85% |  | 85% | 94% |














| Status | Ref. | Description | Q1 2023/24 | | | 2023/24 | 2022/23 |
|---|---------|--|------------|--------|---|---------|---------|
| | | | Value | Target | Long Trend | Target | Value |
|  | LIFCS65 | Percentage of telephone enquiries to Rushcliffe Customer Service Centre resolved at first point of contact | 93% | 87% |  | 87% | 94% |

Neighbourhoods

| Status | Ref. | Description | Q1 2023/24 | | | 2023/24 | 2022/23 |
|---|--------|--|------------|--------|---|-----------|---------|
| | | | Value | Target | Long Trend | Target | Value |
|  | LINS01 | Percentage of streets passing clean streets inspections | 97.7 | 97.5% |  | 97.5% | 98.8% |
|  | 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) | 214 | 195 |  | 775 | 949 |

Although the number of flytipping cases for this quarter is 214 against a target of 195 (775 for the whole year), performance has improved when compared to the same quarter last year (259). Targets this year are stretching demonstrating the Council's commitment to continuous improvement. Performance is also reflective of the work of Streetwise in terms of prompt removal of flytipped waste which helps to minimise follow-up tipping, educating the public to only use licensed waste carriers and WISE who are continuing to take robust but proportionate enforcement action where evidence is available.

| | | | | | | | |
|---|---------|---|---------------------|---------------------|---|---------------------|---------------------|
|  | LINS14 | Average NOx level for Air Quality Management Areas in the Borough | 27µg/m ³ | 40µg/m ³ |  | 40µg/m ³ | 29µg/m ³ |
|  | LINS25 | Number of households living in temporary accommodation | 7 | 20 |  | 20 | 11 |
|  | LINS26a | Number of homeless applications made | 11 | 20 |  | 80 | 41 |
|  | LINS29a | Number of successful homelessness preventions undertaken | 21 | 18 |  | 72 | 95 |

| Status | Ref. | Description | Q1 2023/24 | | | 2023/24 | 2022/23 |
|--|---------|--|------------|---------|---|---------|---------|
| | | | Value | Target | Long Trend | Target | Value |
|  | LINS31a | Percentage of applicants within Bands 1 and 2 rehoused within 26 weeks | 80% | 60% |  | 60% | 81.5% |
|  | LINS37 | Domestic burglaries per 1,000 households | 1.36 | 3.50 |  | 14.0 | 6.61 |
|  | LINS38 | Robberies per 1,000 population | 0.09 | 0.09 |  | 0.38 | 0.29 |
|  | LINS39 | Vehicle crimes per 1,000 population | 0.80 | 1.75 |  | 7.0 | 4.84 |
|  | LINS73a | Income generated from community buildings | £34,491 | £32,490 |  | £128.2k | £98,067 |
|  | LINS73b | Income generated from parks, pitches and open spaces | £48,490 | £54,348 |  | £217k | £221.5k |
| <p>The current target budget profile is stretching as it includes pro rata income for football bookings which will not commence until the season starts in September. Taking the normal summer profile of bookings, the volume/income has increased compared to previous years. Officers are confident that performance in this area will improve during the next quarter.</p> | | | | | | | |
|  | LINS75 | Number of new trees planted and wildflower campaigns | Not due | - | - | 2,000 | 3,142 |



Corporate Overview Group

Tuesday, 5 September 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 moving forward into 2023/24 were reviewed in June 2023 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) determine any additional topics to be included in a scrutiny group work programme for 2023/24 for each of the scrutiny groups as presented on newly submitted scrutiny matrices (Appendix Two)
- c) 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. The Lead Officer has also received a number of potential new topics for scrutiny. 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 June 2023 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) determine any additional topics to be included in a scrutiny group work programme for 2023/24 for each of the scrutiny groups as presented on newly submitted scrutiny matrices (Appendix Two)

- c) 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 – September 2023](#)

Corporate Strategy

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

Medium Term Financial Strategy, Investment Strategy, Transformation Plan

[Council – March 2023](#)

Appendix

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Rushcliffe Borough Council – Scrutiny Matrix

| Officer Request for Scrutiny | | | |
|---|---|---|-------------------------------------|
| Geoff Carpenter – Service Manager, Public Protection | | | |
| Proposed topic of scrutiny | Smoke Control Areas in the Borough | | |
| I would like to understand (key lines of enquiry) | <p>Smoke Control Area coverage across the Borough is currently limited to an area of West Bridgford and Edwalton which was declared under various orders in 1970s and '80s. The Environment Act 2021 came into force on 1 May 2022 and amends the Clean Air Acts by introducing civil penalties for smoke emissions in a smoke control areas and strengthens offences in relation to the sale of certain solid fuels. The amendments are aimed at helping local authorities reduce pollution from domestic burning particularly very fine particulates.</p> <p>Scrutiny of this topic will provide Councillors with the information and understanding needed to shape the Council's emerging policy on how the new provisions will be implemented across the Borough.</p> | | |
| I think this topic should be scrutinised because (please tick) | | Poor Performance Identified | |
| | <input checked="" type="checkbox"/> | Change in Legislation or Local Policy | |
| | <input checked="" type="checkbox"/> | Resident Concern or Interest | |
| | <input type="checkbox"/> | Cabinet Recommendation | |
| | <input checked="" type="checkbox"/> | Links to the Corporate Strategy | |
| | Other (please state reason) | | |
| Officer Consideration of Request for Scrutiny | | | |
| Officer Feedback (please tick) | | | |
| - Issue already being addressed | <input checked="" type="checkbox"/> | Issue of a complaint investigation | <input checked="" type="checkbox"/> |
| - Issue has already been considered in the last 2 years? | <input checked="" type="checkbox"/> | Issue is a staffing matter | <input checked="" type="checkbox"/> |
| - Issue is a legal matter | <input checked="" type="checkbox"/> | There is an alternative way of dealing with the issue | <input checked="" type="checkbox"/> |
| Is there sufficient capacity ... | | | |

| | | |
|---|---|--|
| - Scrutiny Work Programme? | ✓ | |
| - Officer Resources? | ✓ | |
| Recommendation | Schedule for scrutiny | |
| Consideration of Request for Scrutiny at COG | | |
| Public Involvement / engagement? | | |
| Expert witnesses? | | |
| Portfolio holder? | | |
| Lead Officer? | Geoff Carpenter | |
| Proposed Timescale for Scrutiny and Scrutiny Group | October 2023 for Communities Scrutiny Group | |

Appendix

Rushcliffe Borough Council – Scrutiny Matrix

Councillor Request for Scrutiny

Catherine Evans – Service Manager Economic Growth and Property

| | | | |
|---|--|---------------------------------------|-------------------------------------|
| Proposed topic of scrutiny ... | Review of Growth Boards | | |
| I would like to understand ... (key lines of enquiry) | <p>The current Growth Boards were established in 2015 and have been reviewed a couple of times since then, the most recent being 2019.</p> <p>Cabinet recommended in June that a review be conducted of the Growth Boards. This review should involve:</p> <ul style="list-style-type: none"> • A review of current Boards TOR to review areas of consistency and differences • A survey of Growth Board members – to reflect on work done to date and also consider priorities for future Board/s • Engagement with/survey of local businesses and other key stakeholders – to consider priorities for future Board/s • The findings of the retail reviews (currently commissioned) and what this says about future focus • A report to scrutiny to review options. <p>The report to scrutiny should include the process the review has taken and an option/s for the future structure of Growth Boards.</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 type="checkbox"/> | Resident Concern or Interest | |
| | <input checked="" type="checkbox"/> | Cabinet Recommendation | |
| | <input type="checkbox"/> | Links to the Corporate Strategy | |
| | <input type="checkbox"/> | Other | |
| | (please state reason) | | |
| Officer Consideration of Request for Scrutiny | | | |
| Officer Feedback (please tick) | | | |
| - Issue already being addressed | <input checked="" type="checkbox"/> | Issue of a complaint investigation | <input checked="" type="checkbox"/> |
| - Issue has already been considered | <input checked="" type="checkbox"/> | Issue is a staffing matter | <input checked="" type="checkbox"/> |

| | | | |
|---|--|---|---|
| in the last 2 years? | | | |
| - Issue is a legal matter | x | There is an alternative way of dealing with the issue | x |
| Is there sufficient capacity ... | | | |
| - Scrutiny Work Programme? | ✓ | | |
| - Officer Resources? | ✓ | | |
| Recommendation | Schedule for Scrutiny | | |
| Consideration of Request for Scrutiny at COG | | | |
| Public Involvement / engagement? | | | |
| Expert witnesses? | | | |
| Portfolio holder? | | | |
| Lead Officer? | Catherine Evans | | |
| Proposed Timescale for Scrutiny and Scrutiny Group | October 2023 for Growth and Development Scrutiny Group | | |

Appendix X

Rushcliffe Borough Council – Scrutiny Matrix

| Councillor Request for Scrutiny | | | |
|---|--|---------------------------------------|-------------------------------------|
| Darryl Burch – Service Manager Neighbourhoods | | | |
| Proposed topic of scrutiny ... | Use of Community Facilities | | |
| I would like to understand ... (key lines of enquiry) | <p>Quarter Four performance data for LINS72 Income generated from Community Buildings / Parks, Pitches and Open Spaces raised concern at the June 2023 meeting of the Corporate Overview Group. The Group would like to schedule scrutiny to find out:</p> <ul style="list-style-type: none"> • if the financial and performance targets set are realistic • what user expectations are • how other authorities are doing – benchmarking – and what they are charging • how things have changed since Covid • what marketing has been done and whether more is needed • if there are new ideas for usage which would increase income • why income is lower than target and what is being done to improve the situation • what difference the new booking system is making. | | |
| 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 type="checkbox"/> | Resident Concern or Interest | |
| | <input type="checkbox"/> | Cabinet Recommendation | |
| | <input checked="" type="checkbox"/> | Links to the Corporate Strategy | |
| | <input type="checkbox"/> | Other (please state) | |
| Officer Consideration of Request for Scrutiny | | | |
| Officer Feedback (please tick) | | | |
| - Issue already being addressed | <input checked="" type="checkbox"/> | Issue of a complaint investigation | <input checked="" type="checkbox"/> |
| - Issue has already been considered in the last 2 years? | <input checked="" type="checkbox"/> | Issue is a staffing matter | <input checked="" type="checkbox"/> |

| | | | |
|---|--|---|---|
| - Issue is a legal matter | x | There is an alternative way of dealing with the issue | x |
| Is there sufficient capacity ... | | | |
| - Scrutiny Work Programme? | ✓ | | |
| - Officer Resources? | ✓ | | |
| Recommendation | Schedule for Scrutiny | | |
| Consideration of Request for Scrutiny at COG | | | |
| Public Involvement / engagement? | | | |
| Expert witnesses? | | | |
| Portfolio holder? | | | |
| Lead Officer? | Derek Hayden | | |
| Proposed Timescale for Scrutiny and Scrutiny Group | June 2024 for Communities Scrutiny Group | | |

Rushcliffe Borough Council – Scrutiny Matrix

| Councillor Request for Scrutiny | | | | | | | | | | | |
|---|---|-------------------------------------|-----------------------------|-------------------------------------|---------------------------------------|--------------------------|------------------------------|--------------------------|------------------------|--------------------------|---------------------------------|
| Councillor Thomas | | | | | | | | | | | |
| Proposed topic of scrutiny ... | Councillor diversity, recruitment and allowances | | | | | | | | | | |
| I would like to understand ... (key lines of enquiry) | <p>With the latest increase to the councillor allowance being less than inflation, what might be the effect on recruitment of councillors on a low income, with childcare needs, or self-employed/freelance?</p> <p>Does this erosion work against diversity?</p> <p>What provision do we have for councillors to claim additional allowances for childcare, loss of earnings, etc when attending meetings?</p> <p>How much funding does the council allocate towards this annually and does this meet the demand?</p> <p>How well are the allowances and other support available publicised when recruiting councillors?</p> <p>Would greater opportunities for virtual attendance (e.g for scrutiny groups, training etc) help recruitment diversity?</p> <p>How do we compare with similar councils in terms of diversity?</p> <p>Is there anything Rushcliffe should further be doing to encourage diversity also in Town/Parish Council recruitment?</p> | | | | | | | | | | |
| I think this topic should be scrutinised because ... (please tick) | <table border="1"> <tr> <td><input checked="" type="checkbox"/></td> <td>Poor Performance Identified</td> </tr> <tr> <td><input checked="" type="checkbox"/></td> <td>Change in Legislation or Local Policy</td> </tr> <tr> <td><input type="checkbox"/></td> <td>Resident Concern or Interest</td> </tr> <tr> <td><input type="checkbox"/></td> <td>Cabinet Recommendation</td> </tr> <tr> <td><input type="checkbox"/></td> <td>Links to the Corporate Strategy</td> </tr> </table> | <input checked="" 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 checked="" 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 | | | | | | | | | | |

| | | | |
|---|--|---|---|
| | | Other (please state reason) | |
| Officer Consideration of Request for Scrutiny | | | |
| Officer Feedback (please tick) | | | |
| - Issue already being addressed | ✓ | Issue of a complaint investigation | ✗ |
| - Issue has already been considered in the last 2 years? | ✗ | Issue is a staffing matter | ✗ |
| - Issue is a legal matter | ✗ | There is an alternative way of dealing with the issue | ✓ |
| Is there sufficient capacity ... | | | |
| - Scrutiny Work Programme? | ✓ | | |
| - Officer Resources? | ✓ | | |
| Recommendation | This is not considered to be an appropriate matter for scrutiny. | | |
| Consideration of Request for Scrutiny at COG | | | |
| Public Involvement / engagement? | | | |
| Expert witnesses? | | | |
| Portfolio holder? | | | |
| Lead Officer? | | | |
| Proposed Timescale for Scrutiny and Scrutiny Group | | | |

Rushcliffe Borough Council – Scrutiny Matrix

| Officer Request for Scrutiny | |
|--|--|
| Darryl Burch – Service Manager Neighbourhoods | |
| Proposed topic of scrutiny ... | Review of Canal and Rivers Trust Partnership Funding |
| I would like to understand ... (key lines of enquiry) | <p>The Access Agreement between Rushcliffe Borough Council and the Canal and Rivers Trust (CRT) for the Grantham Canal is due to expire in 2024.</p> <p>On 21 July 2022 the Communities Scrutiny Group received a presentation from the CRT regarding performance of the SLA. The Group requested that the item was brought back to scrutiny to enable them to provide comments and help share any future SLA agreement once the current arrangements come to an end.</p> <p>Councillors are, therefore, asked to review performance for the previous monitoring period and make comments on future SLA arrangements and future funding commitments which can be recommend to Cabinet for approval once the current arrangements come to an end.</p> <p>The Government has recently announced a long-term funding settlement for the CRT for the period from 2027 to 2037, to follow on from the current grant agreement. The amount awarded represents a reduction nationally in its funding of over £300 million in real terms over the ten-year period.</p> <p>It represents almost a halving of real-terms public funding for canals in the ten years from 2027 compared with recent years.</p> <p>The Grantham Canal links to the Council’s Corporate Strategy as canals are shown to deliver substantial benefits to the economy, to community health and wellbeing, and to nature and</p> |

| | | | |
|---|---|---|---|
| | biodiversity. | | |
| I think this topic should be scrutinised because ... (please tick) | | Poor Performance Identified | |
| | ✓ | Change in Legislation or Local Policy | |
| | | Resident Concern or Interest | |
| | | Cabinet Recommendation | |
| | ✓ | Links to the Corporate Strategy | |
| | | Other (Please state) | |
| Officer Consideration of Request for Scrutiny | | | |
| Officer Feedback (please tick) | | | |
| - Issue already being addressed | × | Issue of a complaint investigation | × |
| - Issue has already been considered in the last 2 years? | ✓ | Issue is a staffing matter | × |
| - Issue is a legal matter | × | There is an alternative way of dealing with the issue | × |
| Is there sufficient capacity ... | | | |
| - Scrutiny Work Programme? | ✓ | | |
| - Officer Resources? | ✓ | | |
| Recommendation | Schedule for Scrutiny | | |
| Consideration of Request for Scrutiny at COG | | | |
| Public Involvement / engagement? | | | |
| Expert witnesses? | | | |
| Portfolio holder? | | | |
| Lead Officer? | Derek Hayden | | |
| Proposed Timescale for Scrutiny and Scrutiny Group | October 2023 for Communities Scrutiny Group | | |

Work Programme 2023-24 – Corporate Overview Group

| | |
|------------------|--|
| 5 September 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"> ○ Health and Safety Annual Report ○ Corporate Strategy |
| 7 November 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"> ○ Customer Feedback Annual Report ○ Corporate Strategy |
| 20 February 2024 | <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"> ○ |
| xx June 2024 | <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"> ○ Diversity Annual Report and update on the Equality and Diversity Strategy |

Draft Work Programme 2023-24 – Governance Scrutiny Group

| | |
|-------------------|--|
| 28 September 2023 | <ul style="list-style-type: none"> • Risk Management Update • Going Concern • Capital and Investment Strategy Update • Internal Audit Progress Report |
| 23 November 2023 | <ul style="list-style-type: none"> • Internal Audit Progress Report • Annual Audit Completion Report 2022/23 • Statement of Accounts • Capital and Investment Strategy Update • Asset Management Plan |
| 22 February 2024 | <ul style="list-style-type: none"> • Internal Audit Progress Report • Internal Audit Strategy • Risk Management Strategy • Risk Management – Update • Capital and Investment Strategy Update • External Annual Audit Plan • Annual Audit Letter and Value for Money Conclusion • Capital and Investment Strategy 2024/25 |
| xx June 2024 | <ul style="list-style-type: none"> • Internal Audit Progress Report • Internal Audit Annual Report • Annual Fraud Report • Annual Governance Statement (AGS) • Capital and Investment Strategy Outturn • Constitution Update • Code of Conduct |

Appendix Three

Work Programme 2023-24 – Growth and Development Scrutiny Group

| | Items / Reports |
|----------------|--|
| 4 October 2023 | <ul style="list-style-type: none"> • How the Borough works with partners to plan for the infrastructure required to support growth • Review of Growth Boards (TBC) |
| 3 January 2024 | <ul style="list-style-type: none"> • Sewerage Infrastructure and Discharge within Rushcliffe • Management of Open Spaces |
| 6 March 2024 | <ul style="list-style-type: none"> • |
| xx July 2024 | <ul style="list-style-type: none"> • Review of the Crematorium [outcome of recommendation July 2023] • |

Work Programme 2023-24 – Communities Scrutiny Group

| | Items / Reports |
|-----------------|---|
| 5 October 2023 | <ul style="list-style-type: none"> • Social Housing Models • Smoke Control Areas in the Borough [proposed September 2023] • Review of Canal and Rivers Trust Partnership Funding [proposed September 2023] |
| 18 January 2024 | <ul style="list-style-type: none"> • Flight Paths |
| 21 March 2024 | <ul style="list-style-type: none"> • Streetwise In-Sourcing • Carbon Management Plan Update |
| xx July 2024 | <ul style="list-style-type: none"> • Use of Community Facilities (TBC) |

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Corporate Overview Group

Tuesday, 5 September 2023

Corporate Strategy 2023 - 2027

Report of the Director for Finance and Corporate Services

1. Purpose of report

- 1.1. The Council's current Corporate Strategy 2019-2023 is due to expire this year. Work is underway to prepare the new Corporate Strategy 2023-2027, ahead of adoption at Full Council in December 2023.
- 1.2. A public consultation has taken place as part of the process, the results of which are presented within this report.
- 1.3. An outline of the expected structure of the new document and draft strategic tasks are presented to the Corporate Overview Group for consideration.

2. Recommendation

It is RECOMMENDED that the Corporate Overview Group:

- a) considers the results of the public consultation;
- b) considers the draft action plan containing the strategic tasks and provides feedback; and
- c) requests that the final draft of the Corporate Strategy 2023-2027 be brought to Corporate Overview Group in November 2023 for endorsement.

3. Reasons for Recommendation

- 3.1. The current Corporate Strategy expires this year. Significant progress has been made towards the goals outlined in the Strategy as reported to Corporate Overview Group in February of this year. An updated Strategy is now required to guide the future direction of the Council.

4. Supporting Information

Corporate Strategy 2019-2023

- 4.1. In February 2023, the Corporate Overview Group reviewed progress against each strategic task set in the Corporate Strategy 2019-2023. This report can be viewed on the Council's [website](#).

Public Consultation 2023

- 4.2. A link to an online survey was included in the summer edition of Rushcliffe Reports, which landed on residents' doorsteps from Monday, 19 June 2023. Residents were also able to request a paper copy of the survey. The survey was an opportunity to make sure residents understand the purpose of the Corporate Strategy and are engaged in its creation at a very early stage.
- 4.3. Significant promotion on social media and via media press releases took place to encourage a good level of engagement.
- 4.4. The survey asked what residents would like to see the Council prioritise over the next four years, in addition to the great quality services they can always expect from Rushcliffe Borough Council.
- 4.5. The survey received 352 responses. The following were the top 6 responses:

| RANKING | PRIORITY |
|---------|--|
| 1 | Making sure you have access to great quality outdoor spaces within the Borough, whether that's parks, woods or play areas. |
| 2 | Supporting vulnerable people and those in need |
| 3 | Working towards the Council's services being carbon-neutral and supporting you to do the same in your homes and businesses |
| 4 | Supporting our high streets and town centres, helping them to remain vibrant and making sure you can shop locally if you choose to |
| 5 | Supporting small and medium businesses to start up, succeed and grow, increasing local job opportunities |
| 6 | Planting more trees and protecting hedgerows and unmanaged green spaces |

- 4.6. From the survey and free text response option we can see that other issues which are important to residents include:
- Safety and police presence
 - Affordable housing
 - Leisure centres and their carbon footprint
 - Community groups and organisations and the support they provide
 - Sports clubs and hubs
 - Safeguarding and creating jobs
 - Access to RBC services and communicating with us
 - Town centre car parking
 - Active Travel
 - Street cleanliness and appearance.
- 4.7. These findings will not be used to solely determine the content of the new Corporate Strategy but are a valuable indicator of whether the Council understands what is important to residents and whether this is reflected in the Strategy overall.

Corporate Strategy 2023-2027

- 4.8. It is proposed that the new Corporate Strategy retain the same general structure and content as the current document, which can be viewed on the Council's [website](#). This includes:
- Introduction from the Leader and Chief Executive
 - Our financial position
 - Overview of our journey and achievements since 2019
 - Our four corporate priorities: Quality of Life, Efficient Services, Sustainable Growth and The Environment.
 - The corporate action plan, outlining strategic tasks.

Corporate Action Plan 2023-2027

- 4.9. The draft action plan, included in Appendix One sets out the strategic tasks we are committed to delivering in line with our four corporate priorities.
- 4.10. The action plan reflects our residents' priorities as represented in the public consultation. However, it is important to note that this action plan does not encompass everything that the Council is committed to over the next four years. The Corporate Strategy, and associated action plan, sit at the top of a suite of documents setting out how the Council will operate over this period including our Capital Programme, Medium Term Financial Strategy and Service Plans.
- 4.11. This action plan will be monitored by our Executive Management Team and by Councillors who sit on the Corporate Overview Group on a quarterly basis.

- 4.12. When future opportunities present themselves or new ideas are presented, these will be assessed against each of the four priorities. Where they contribute towards the Council's overall priorities then they will be added to the action plan and delivered alongside existing projects. Equally, as projects are completed, they will be removed from the action plan to ensure it remains current and relevant.

Councillor Consultation 2023

- 4.13. A link to an online survey will be included in a September edition of Councillors' Connections. This will give all Councillors an opportunity to share their thoughts on the draft action plan presented in Appendix One.
- 4.14. Responses will be considered, in conjunction with feedback received by the Corporate Overview Group and will help to shape the final draft of the Corporate Strategy which will be brought back to the Group in November 2023.

5. Implications

5.1. Financial Implications

The priorities and tasks contained within the Corporate Strategy will be incorporated into the Council's Medium Term Financial Strategy and Transformation Plan which are approved by Full Council.

5.2. Legal Implications

The Council is required to have a Corporate Strategy in place and this report adequately captures that.

5.3. Equalities Implications

The Corporate Strategy takes account of the effect of the Council's priorities on all residents of the Borough and is supported by the Council's Equality and Diversity Scheme.

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

There are no Section 17 implications to the recommendations contained within this report

6. Link to Corporate Priorities

| | |
|--------------------|---|
| Quality of Life | The Corporate Strategy sets the Council's Corporate Priorities and as such, the two are intrinsically linked. |
| Efficient Services | |
| Sustainable Growth | |
| The Environment | |

7. Recommendations

It is RECOMMENDED that the Corporate Overview Group:

- a) considers the results of the public consultation;
- b) considers the draft action plan containing the strategic tasks and discuss any alterations required; and
- c) requests that the final draft of the Corporate Strategy 2023-2027 be brought to Corporate Overview Group in November 2023 for endorsement.

| | |
|--|---|
| For more information contact: | Peter Linfield Director for Finance and Corporate Services plinfield@rushcliffe.gov.uk 0115 914 8439 |
| Background papers available for Inspection: | Report to Corporate Overview Group 21 February 2023 'Review of 2019-2023 Strategic Tasks' Report to Cabinet 13 June 2023 'Process for developing the Corporate Strategy 2023-2027' |
| List of appendices: | Appendix One: Draft Corporate Action Plan 2023-2027 |

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| | Strategic Task | Context |
|-------------|--|---|
| Environment | <p>Deliver Rushcliffe's Climate Change Strategy 2021-2030.</p> <p>Playing our part in tackling climate change and protecting and enhancing nature conservation in the Borough.</p> | <p>The Council has set a target of being carbon neutral in its own operations by 2030. It recognises that the environment is of great importance to residents in Rushcliffe and that whilst the changes the Council can make as a local authority are small, its responsibility as a community leader could result in a compounding effect in which small changes add up to a much bigger impact.</p> <p>This task is about delivering our Climate Change Strategy which focuses on three key areas:</p> <ul style="list-style-type: none"> • Council – Reducing the emission associated with our own buildings and activities. • Conservation – Protecting and increasing our green spaces. • Community – Supporting residents and businesses to reduce their emissions. |
| Environment | <p>Implement the Environment Act commitments</p> <p>Fulfilling our obligations as a Local Authority to make environmental improvements in relation to waste, resource efficiency, air quality, water, nature and biodiversity, and conservation</p> | <p>The Council has a legal obligation to comply with relevant legislation. A new Environment Act is expected to reach Royal Assent at some point during 2023 bringing with it a range of new commitments for the Council.</p> <p>The Environment Act is likely to include the following requirements:</p> <ul style="list-style-type: none"> • Doorstep weekly food waste collections for all households • Changes to the items that can be recycled in the Council's kerbside wheeled bin recycling service to achieve national consistency • A national deposit return scheme for plastic bottles • A potentially free to all garden waste kerbside collection • Restrictions on the use of domestic burning appliances in new Smoke Control Areas. • Introduction of a Biodiversity Net Gain Duty <p>Based on known information from the government we are already working behind the scenes to consider the impact of the expected changes and consider how we will approach implementation</p> |

| | | |
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| | | including timescales for each element or requirement. This includes working with key groups such as the Nottingham Joint Waste Management Committee |
| Efficient Services | Deliver good value for money in Council operations for our residents. | <p>A combination of Government funding reductions and uncertainty over future funding, the impact of Covid and more recently high inflation has placed significant pressure on both Council finances and maintaining excellent services. It remains important for the Council to be financially self-sufficient and demonstrate value for money in all areas of operation.</p> <p>Each year of this Corporate Strategy, the Council will:</p> <ul style="list-style-type: none"> • deliver a balanced budget and the Council's with an accompanying Transformation and Efficiency Programme • adequately resource the Council's Capital Programme commitments, which must be affordable, sustainable and prudent • sets Council Tax that keeps Rushcliffe in the lowest quartile nationally • receive a positive value for money conclusion from the Council's external auditor |
| Efficient Services | <p>Participate in an LGA Corporate Peer Challenge and implement recommendations.</p> <p>Ensuring we continue to operate effectively and deliver great quality services for our residents, by inviting an external review and</p> | <p>The Council wishes to remain a high performing, well respected local authority that delivers the services its residents need, whilst maintaining financial self-sufficiency. To do this, we periodically invite the Local Government Association (LGA) to conduct a Peer Review. This review will identify what we are doing well, but most importantly what we could be doing better.</p> <p>The LGA Peer Review team will visit Rushcliffe in January 2024. After this we will receive a report with a number of recommendations of ways that we could improve. These recommendations will form the basis of our action plan, which we will commit to delivering.</p> |

| | | |
|--------------------|--|--|
| | implementing recommendations. | |
| Efficient Services | <p>Conduct a Strategic review of the Council's asset base.</p> <p>Ensuring we understand the value and purpose of our assets including property, equipment and vehicles and can make informed decisions about what to do with them e.g invest in them or dispose of them.</p> | <p>The Council needs to ensure that all of our assets are working for the benefit of the Borough.</p> <p>The Council's assets fall into three distinct categories:</p> <ul style="list-style-type: none"> • property assets including those that are bought by the Council as an investment (to generate income to fund Council services as well as providing support for businesses through the provision of space that is not often available/limited availability in the commercial market), and those which are built or purchased by the Council to use for our own operations, • community assets including community halls and children's play areas • vehicles, equipment and plant including the Council's fleet of refuse vehicles, street cleansing and grounds maintenance equipment. <p>The Council will review these three categories of assets and make informed decisions about acquisitions, disposals and investment.</p> |
| Sustainable Growth | <p>Support the redevelopment of the Ratcliffe on Soar site, post decommissioning of the power station.</p> | <p>The power station, owned by Uniper, will close at the end of September 2024 in line with government policy to end coal-fired power generation.</p> <p>The power station is an important landmark, employer and business rates payer in the Borough.</p> <p>The site has the potential to be redeveloped in the best interest of the Borough and wider region, leveraging international investment to pioneer zero-carbon technology, sustainable and low-carbon energy production creating thousands of high skilled, well-paid jobs.</p> <p>RBC's involvement includes:</p> |

| | | |
|--------------------|--|---|
| | <p>Ensuring that, post decommissioning of the power station, the site makes a positive contribution to the Borough and the region.</p> | <ul style="list-style-type: none"> • Helping to shape plans as they develop through our role on the board of the East Midlands Development Corporation • Helping to shape plans as they develop as a key partner of the East Midlands Freeport • Processing detailed planning applications for the site • Actively advising on financial elements of the business plan and in particular the impact of Business rates in relation to RBC and the processing of business rates relief claims and passporting of related funds to the Freeport |
| Sustainable Growth | <p>Implement Levelling up and Regeneration Bill commitments</p> <p>Fulfilling our obligations as a Local Authority to adopt reforms, primarily to the planning system, facilitating more local decision making.</p> | <p>The Council has a legal obligation to comply with relevant legislation. A new Levelling up and Regeneration Bill is expected in the next year, which seeks to change the way powers can be devolved to local authorities and introduces reform to the planning system in England.</p> <p>Once the bill receives Royal Assent and becomes an act, there will a significant number of new regulations brought in relating to the planning process which we will have to implement.</p> <p>The Council will need to consider any new regulations that come forward and determine an approach for adopting them.</p> <p>We are already working behind the scenes to consider the impact of the expected changes but it is not possible to precisely foresee what might be included in the final legislation.</p> |
| Sustainable Growth | <p>Adopt a revised Greater Nottingham Strategic Plan.</p> <p>Setting out a vision for future development in the</p> | <p>The Greater Nottingham Strategic Plan (GNSP) will play a large part in determining what Rushcliffe looks and feels like in 2041. It is a tool we can use to make sure Rushcliffe remains a place where are residents are happy to live.</p> <p>The GNSP is important as it fundamentally shapes the development that takes place in Rushcliffe (including type, scale and design quality), where and what infrastructure is required to support that</p> |

| | | |
|--------------------|---|---|
| | Borough, which will be used to decide future planning applications and other significant planning decisions. | development. Once adopted, any planning application which is considered by the Council will need to demonstrate it is in line with GNSP if it is to receive planning permission. |
| Sustainable Growth | <p>Support the delivery of the new employment sites and new homes, including meeting our affordable housing targets, at key sites including Fairham, Gamston, RAF Newton and Bingham.</p> <p>Providing the right amount, quality and mix of housing and employment sites to ensure the Borough remains a</p> | <p>The UK Government has set a target of 13,500 new homes in the Borough by 2030. The Local Plan Part 1 allocated key sites within the Borough to facilitate this level of development.</p> <p>The Council now need to support and facilitate the delivery of these key sites, as this puts us in a much stronger position to safeguard against unwanted development in other areas.</p> <p>In addition each housing allocation has an allocation of employment land sitting alongside it, reflecting the fact that with new residents there is a need for new employment/business opportunities.</p> <p>Our role in meeting this target of 13,500 new homes involves:</p> <ul style="list-style-type: none"> • Facilitating and supporting co-operation and delivery on larger development sites • Ensuring there is funding for required infrastructure on these key sites via CIL and S106 agreements • Receiving and determining planning applications on these key sites • CIL and S106 – initial agreements to fund infrastructure • Working with relevant developers and agents to explore opportunities for accelerating delivery of our employment land allocations |

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| | <p>place people want to live and work.</p> | |
| <p>Sustainable Growth</p> | <p>Develop and deliver an economic growth strategy for the Borough.</p> <p>Ensuring that our local economy remains productive, innovative and sustainable.</p> | <p>A thriving local economy benefits our residents economically, socially and environmentally. It means access to quality jobs within the Borough and to a diverse range of places to shop, eat and drink, and socialise.</p> <p>To ensure that our local economy remains thriving, we will develop and deliver an economic growth strategy for the Borough. This strategy will help us to better understand the diversity of local economies across the Borough and identify where we need to focus our efforts and resources to help businesses build resilience, adapt to new opportunities and improve productivity.</p> |

Work in Progress

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| <p>Quality of Life</p> | <p>Be an active partner in the delivery of the East Midlands Devolution Deal.</p> <p>Ensuring that Rushcliffe is represented and benefits, as plans progress for a combined authority for the East Midlands</p> | <p>The East Midlands Devolution Deal will create the first ever Combined County Authority and is expected to bring an extra £38 million a year to the East Midlands from 2024, addressing years of historically low investment in the area.</p> <p>The deal also involves the devolving of some powers from a national to a regional level, with the election of a regional Mayor for the East Midlands.</p> <p>The Council believes it is important to be part of this monumental piece of work which will change the way decisions are made locally. This is an opportunity to champion the ability of district councils as well as be part of the process to shape the future combined authority.</p> |
| <p>Quality of Life</p> | <p>Deliver Rushcliffe's leisure strategy 2021-2027.</p> <p>Making sure that our leisure facilities continue to meet the needs of our residents, over the next four years and beyond.</p> | <p>The Council's excellent leisure facilities are one of the many reasons why the Borough is such as fantastic and well-regarded place to live. The successful delivery of our Leisure Strategy will ensure that our leisure facilities and associated spaces continue to be both high quality and financially sustainable to support our residents to enjoy healthy, active lives over the next four years and beyond</p> <p>Delivery of the leisure strategy is expected to include capital improvements to a number of our leisure centres, including work to improve their carbon footprint.</p> |

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