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Date: Friday, 24 May 2024

To all Members of the Corporate Overview Group

Dear Councillor

A Meeting of the Corporate Overview Group will be held on Tuesday, 4 June 2024 at 7.00 pm in the Council Chamber, Rushcliffe Arena, Rugby Road, West Bridgford to consider the following items of business.

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



Gemma Dennis
Monitoring Officer

AGENDA

1. Apologies for Absence
2. Declarations of Interest
[Link to further information in the Council's Constitution](#)
3. Minutes of the meeting held on 20 February 2024 (Pages 1 - 12)
4. Diversity Annual Report and update on the Equality and Diversity Strategy (Pages 13 - 40)
Report of the Chief Executive
5. Financial and Performance Management (Pages 41 - 92)
Report of the Director – Finance and Corporate Services
6. Annual Update on Strategic Tasks (Pages 93 - 118)
7. Feedback from Scrutiny Group Chairmen



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8.30am - 5pm
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9.30am - 5pm
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8.30am - 4.30pm

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8. Work Programme (Pages 119 - 122)

Report of the Director – Finance and Corporate Services

Membership

Chair: Councillor T Combellack

Councillors: A Edyvean, P Matthews L Plant, D Polenta, L Way and G Williams

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**MINUTES
OF THE MEETING OF THE
CORPORATE OVERVIEW GROUP
TUESDAY, 20 FEBRUARY 2024**

Held at 7.00 pm in the Council Chamber, Rushcliffe Arena, Rugby Road, West
Bridgford
and live streamed on [Rushcliffe Borough Council's YouTube channel](#)

PRESENT:

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

OFFICERS IN ATTENDANCE:

C Caven-Atack	Service Manager - Corporate Services
E Palmer	Communications and Customer Services Manager
K Brennan	Senior Finance Business Partner
E Richardson	Democratic Services Officer

24 Apologies for Absence

There were no apologies for absence.

25 Declarations of Interest

There were no declarations of Interest.

The Chairman welcomed Councillor Matthews as the new Chair of Growth and Development Scrutiny Group.

26 Minutes of the meeting held on 7 November 2023

The minutes of the meeting held on 7 November 2023 were approved as a true record and were signed by the Chairman.

27 Financial and Performance Management

The Senior Business Partner presented the Q3 position for the Council's financial and performance monitoring for 2023/24.

The Senior Business Partner said that the revenue position had improved since Q2, from a £0.287m underspend to a predicted underspend of £0.665m, mostly due to grant income and which would be requested to be carried forward. She said that the biggest overspends were from the Crematorium, Streetwise vehicle hire and Planning income. She said that underspends were from homelessness grant income, utilities, leisure contract efficiencies, costs recovered and a delay in the HVO fuel project.

The Senior Business Partner said that there was a capital underspend

projected of £3.88m following a rephasing of projects and she referred the Group to Table 2 of the report. She said that the underspend arose from savings at the Crematorium, Bingham Leisure Centre, Gresham redevelopment and potential savings at Lutterell Hall. She said that there was also currently underspend with the Council's Registered Housing Providers, and Disabled Facilities Grants (DFG).

The Senior Finance Business Partner referred the Group to paragraph 4.13 of the report which detailed the multi-asset funds and said that this also showed improvement since Q2.

In summary, the Senior Finance Business Partner said that the Council was in a good financial position.

The Communications and Customer Services Manager presented the Q3 Performance Scorecards, as found at Appendix G.

The Communications and Customer Services Manager said that there were five indicators currently not reaching target, including the Transformation Strategy savings being below target mostly due to income from the Crematorium, additional Streetwise costs and income related to primary contracts. In relation to the usage of community facilities, he said that Sir Julian Cahn and Rushcliffe Country Park were performing well and that the Council was looking at improving usage at Gamston Community Hall and was introducing a new diary management system.

In relation to householder planning applications, the Communications and Customer Services Manager said that performance was continuing to improve and that December 2023 saw the Team achieve their best performance in two and half years. He said that the information was only showing in current performance reporting due to the legacy in the reporting timeframe and that last month's performance stood at 89%.

The Communications and Customer Services Manager said that the Customer Services Team were receiving an increasing number of email enquiries and measures were being taken to meet that demand while continuing to answer customer phone calls.

The Vice Chair of Communities Scrutiny Group asked about the predicted underspend of £0.332 for the DFG given the significant demand on the grant. The Senior Finance Business Partner referred to Appendix D and the two elements to the funding, mandatory funding and the Council's discretionary top-up funding. She said that the underspend was from the discretionary funding as it was agreed at Cabinet in July 2022 to temporarily suspend that element of funding pending a national review of the formula. She said that the mandatory grant had been spent.

The Chair of Growth and Development Scrutiny Group referred to Rushcliffe Oaks variance of £400k and asked whether this represented a loss or shortfall in income. The Senior Finance Business Partner confirmed that it represented a shortfall against predicted income as estimated in the original business case, which had since been revised to predict a more realistic income. She explained

that the Crematorium was holding an average of 38 cremations a month and was performing well. The Communications and Customer Services Manager said that much business was due to reputation and that this and business relationships were continuing to grow.

The Chair of Communities Scrutiny Group asked about reporting on usage of community facilities and whether it included facilities managed by Lex Leisure. The Communications and Customer Services Manager said that it only reported on Council managed facilities but agreed to look at whether it would be possible, whilst being mindful of potential commercial sensitivities, to provide usage information about the Community Hall in Bingham.

The Chair of Communities Scrutiny Group asked about targets for responding to email enquiries and the Communications and Customer Services Manager said that the target timeframe was within ten working days but he said that most were responded to much sooner and often within 48 hours.

The Vice Chair of Governance Scrutiny Group referred to the annuity charges and specifically what the £25k sinking fund for the Hook was allocated for and when the charges for West Park would end. She asked for an information breakdown and timespan for all of the West Bridgford special expenses. The Senior Finance Business Partner said that she would report this information back to the Group.

The Vice Chair of Communities Scrutiny Group referred to favourable variances arising from Homes for Ukraine and Homelessness funding and asked why this had not been spent during the year and whether the unspent funding going into reserves would be ringfenced. She asked how many Ukrainian families were hosted within the Borough. The Senior Finance Business Partner said that she would report back to the Group with this information.

The Vice Chair of Communities Scrutiny Group asked about traveller sites within the Borough and thought that the Council had a statutory requirement to provide thirteen permanent pitches by 2028 and seven before 2025. She asked whether there were any sites currently within the Borough and what would happen if the seven were not provided. The Communications and Customer Services Manager said that he was not aware of any currently and would report back to the Group with this information.

The Chair of Governance Scrutiny Group said that there was a site allocated as part of the Fairham development which would provide some provision in the future.

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

- a) the expected revenue budget efficiency for the year of £0.665m and proposals to transfer to reserves
- b) the projected capital budget efficiencies of £3.880m including carry forwards of £0.430m to 2024/25
- c) the expected outturn position of £2.3k underspend for Special Expenses
- d) identified exceptions to judge whether further information is required.

28 **Feedback from Scrutiny Group Chairmen**

The Chair of Governance Scrutiny Group reported that the Capital and Investment Strategy had been deferred from the last meeting and would be reported to the next meeting due to changes in the way that some of the valuations were carried out. He noted that the Annual Audit had been completed and that the Council was in a much better position than many other local authorities in terms of the speed at which its accounts were signed off. He said that audit costs were rising substantially but that as the Council required this service it had no option but to pay them. He referred to Treasury Management Training held recently which had been useful and said that Arlingclose had come back to work as the Council's Treasury Management Company.

The Chair of Communities Scrutiny Group reported that the last meeting had received a presentation on East Midlands Airports Flight Paths which had involved an interesting discussion with representatives from the Airport.

The Chair of Growth and Development Scrutiny Group reported that the last meeting had received presentations about the Management of Open Spaces and had involved lively debate on the implications and costs involved with adopting open spaces. He said that the Group had asked questions which were due to be reported on by Officers at a later date. He said that the meeting also received a presentation regarding Sewerage and Flood Infrastructure from Nottinghamshire County Council as lead flood authority.

29 **Feedback from Lead Officers**

The Service Manager for Corporate Services said that following feedback, the Scrutiny Matrix form had been renamed and was now called a Scrutiny Request form. She said that this would be communicated through Councillors Connections, along with information about deadlines. The deadline for a Scrutiny Request to go the next Corporate Overview Group was 1 May 2024.

The Chairman was pleased at the form name change and said that she had also asked for some wording to be tweaked, such as changing 'understand' to 'explore' and that 'transition' now be 'development'.

30 **Consideration of Scrutiny Group Work Programmes**

Councillor Thomas joined the meeting to present the matrix for Accessible Housing. She said that this had arisen from budget discussion about the Disabled Facilities Grant and proposals for the Council to stop topping up the Central Government funding pot from its own funds. She noted that the £500k top up was a one-off amount which came from the Council's sale of council houses. She said that she had been alarmed by the identified impact that waiting times would increase and as such thought that there was need to understand how much they would increase by and whether the increase would continue to roll into subsequent years. She said that case studies would help with understanding and that there were many related issues, as listed on the form, such as how much adaptable housing was being built by both the

affordable and market sectors.

The Chairman said that this matter had implications for both the Communities and the Growth Scrutiny Groups and suggested options for having a joint scrutiny meeting or alternatively that one scrutiny group receive the item and invite the Chair and Vice Chair of the other scrutiny group to join for the discussion.

The Service Manager for Corporate Services said that a joint scrutiny meeting would allow the topic to be viewed from various angles but would also make it a big group requiring greater coordination and structure than normal, for example a pooling a questions ahead of the meeting. She said that alternatively a briefing session for all could be held which could feed into one scrutiny group reviewing the item, with the Chair of that group inviting the Chair and Vice Chair of the other group to attend for that item only.

Members of the Group discussed options, including holding separate discussions by both scrutiny groups and receiving a briefing session ahead of the item going to scrutiny. Members of the Group suggested that a briefing session for Councillors would be helpful in informing discussion at a subsequent joint scrutiny group meeting involving members of both scrutiny groups. The Chairman suggested consideration be given to inviting expert witnesses and the relevant Portfolio Holders to attend.

The Service Manager for Corporate Services suggested that the briefing session could be held on 17 October and the joint scrutiny meeting on 23 October and said that she would report back to the Group.

The Chairman referred to the Management of open spaces within new developments matrix submitted by Councillor Chewings and said that this arose from the same scrutiny meeting as the Management Charges Actions Review matrix submitted by Councillor Way. The Chairman asked for updates on housing density and SUDS.

The Service Manager for Corporate Services said that the housing density matter had been referred to the Director for Planning and Economic Growth who had spoken with the Chair of the LDF Group, with the proposal that it be taken through the LDF Group. She said that a briefing note regarding SUDS on new estates was being prepared which would be circulated shortly.

The Service Manager for Corporate Services explained that Officers were in the process of preparing a document addressing a range of matters arising from scrutiny discussion about open spaces and said that the points raised by Councillor Chewings in his matrix had been included in that.

The Chair of Growth and Development Scrutiny Group said that the actions arising from the scrutiny group meeting mirrored the matters raised in the matrix submitted by Councillor Chewings.

The Vice Chair of Growth and Development Scrutiny Group referred to Councillor Chewing's request for detail about finances and a breakdown of the various quoted costs and said that it would be good for that information to be

provided in the open.

Members of the Group noted that legislation in relation to estate management companies was currently going through parliament, which was due to be introduced imminently, although it may be focussed on leaseholders rather than freeholders.

The Vice Chair of Growth and Development Scrutiny Group said that her scrutiny matrix asked for the actions arising from the scrutiny group discussions to be reviewed at a future scrutiny meeting as this was an important subject for many residents in the Borough who were under much distress. She suggested that it perhaps come back for review in a year's time.

The Chairman summarised that whilst Officers were aware of the concerns being raised by Members of the Group and were preparing work in response, and that that work required some time, it would be appropriate to make Officers aware that there was a request for that information to be brought back to a future scrutiny meeting rather than reported through issuing a briefing note.

Members of the Group discussed plans for reporting of the information back to scrutiny, appreciating that it was a significant topic which required time but also mindful that it was a pressing matter for residents of the Borough and how best to communicate the information.

The Chairman requested that a progress report be brought to the Corporate Overview Group in September 2024 and the Service Manager for Corporate Services said that whilst the function of the Corporate Overview Group would not allow it to scrutinise the report and as such Officers would not attend to present it, an update report could be brought. She said that she could take back any questions arising from it to the relevant Officers and that that this would also allow the Group to then consider how it be taken forward thereafter.

The Chair of Governance Scrutiny Group left the meeting at 8:15pm.

It is RESOLVED that the Corporate Overview Group:

- a) considered 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) determined any additional topics to be included in a scrutiny group work programme for 2023/24 or 2024/25 for each of the scrutiny groups as presented on newly submitted scrutiny matrices (Appendix Two)
- c) reviewed the current work programme for each of the scrutiny groups (Appendix Three).

Work Programme 2023-24 and 2024/25 – Corporate Overview Group

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 ○ Annual Update on Strategic Tasks
xx September 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"> ○ Health and Safety Annual Report ○ Progress of recommendations from the January 2024 Growth and Development Scrutiny Group
xx November 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"> ○ Customer Feedback Annual Report

Work Programme 2023-24 and 2024/25 – Governance Scrutiny Group

22 February 2024	<ul style="list-style-type: none"> • Internal Audit Progress Report • Internal Audit Strategy • Risk Management – Update • Capital and Investment Strategy Update • External Annual Audit Plan • Asset Management Plan • Annual Audit Letter and Value for Money Conclusion • Capital and Investment Strategy 2024/25
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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
xx September 2024	<ul style="list-style-type: none"> • Risk Management Update • Going Concern • Capital and Investment Strategy Update • Internal Audit Progress Report
xx November 2024	<ul style="list-style-type: none"> • Internal Audit Progress Report • Annual Audit Completion Report 2023/24 • Statement of Accounts • Capital and Investment Strategy Update • RIPA Review

Work Programme 2023-24 and 2024/25 – Growth and Development Scrutiny Group

	Items / Reports
6 March 2024	<ul style="list-style-type: none"> • Sewerage and Drainage [extension of January meeting due to non-attendance of guest (due to flooding)] • Connectivity and Communications
xx July 2024	<ul style="list-style-type: none"> • Review of the Crematorium • Infrastructure Delivery • Annual Report on Scrutiny
xx October 2024	<ul style="list-style-type: none"> • Accessible Housing
xx January 2025	

Work Programme 2023-24 and 2024/25 – Communities Scrutiny Group

	Items / Reports
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 • Annual Report on Scrutiny
xx October 2024	<ul style="list-style-type: none"> • Accessible Housing
xx January 2025	

Actions Table - 20 February 2024

Min No.	Action	Officer Responsible		
27	The Vice Chair of Communities Scrutiny Group asked about the predicted underspend of £0.332 for the DFG.	The £323k underspend in year is committed but the time frame for completion of the works in 7 months and therefore will not complete until next financial year, any unspent funds will be carried forward.		
27	The Chair of Communities Scrutiny Group asked about reporting on usage of community facilities and whether it included facilities managed by Lex Leisure, such as Bingham Community Hall	None of our sites managed by a third party, such as Lex Leisure, are included in our performance statistics as they are not classed as Rushcliffe-managed community venues and scrutinised instead regularly in line with their contract with us. The majority of our West Bridgford based venues which the data focuses on are still community venues due to link to the special expense area and how they are funded.		
27	The Vice Chair of Governance Scrutiny Group asked for an information breakdown and timespan for all of the West Bridgford special expenses, including what the £25k sinking fund for the Hook was allocated for and when the charges for West Park would end	<p>The hook sinking fund is in relation to the skate park, the £20k per year is to maintain the legacy of the asset and includes for full replacement within 10 ten years.</p> <p>Re the annuities, just to clarify the annuities are charged each year to the special expenses area as per the budget, this is to pay back the monies borrowed for capital works and includes an element of interest. The amount charged is paid back into reserves. Timescales for these are detailed below:</p>		
	<i>Special Expenses</i>	<i>Matures</i>	<i>Term</i>	
	Annuity Charges			
	West Park	2035	30.00	Major upgrade to West Park Pavilions and Grounds
	WBCH	2032	20.00	Major refurbishment of WBCH
	Alford Road	2055	40.00	Upgrade works to Alford Rd Pavilion
	Boundary Rd Cycle 21/22	2037	15.00	Creation of Boundary Rd Cycle Track
	Lutterell Hall 21/22	2052	30.00	Heating, Boiler and flue replacement plus upgrade to toilet facilities
	Gamston CH 21/22	2042	20.00	Internal Refurb including specialised flooring surfaces
	WP Enhancements 23/24	2034	10.00	Internal decoration
	Abbey Circus 23/24	2034	10.00	Fencing
	Compton Acres Fencing 23/24	2024	10.00	Fencing
	Devonshire Av Bridge 24/25	2040	15.00	Significant repairs to Bridge

Lutterrell Hall 24/25	2040	15.00	Internal upgrade not committed yet
Gamston CH 24/25	2040	15.00	Heat decarbonisation works
Edwalton Comm Fac 24/25	2065	40.00	Build on new Community Facility. Est cost £500k potential UKSPF Grant £250k
WP Enhancements 24/25	2055	30.00	Refurbishments of Sir Julian Cahn Pavilion
WP Enhancements 25/26	2036	10.00	New Fencing provision
Lutterrell Hall 25/26	2041	15.00	Main Hall Floor and thermal fabric upgrade
27	The Vice Chair of Communities Scrutiny Group asked why funds for Homes for Ukraine and Homelessness had not been spent during the year and whether the unspent funding going into reserves would be ringfenced. She asked how many Ukrainian families were hosted within the Borough		<p>On the Homes for Ukraine project, here are the latest figures for the Borough.</p> <ul style="list-style-type: none"> As of February 20, Rushcliffe has received 387 Homes for Ukraine (HFU) visa applications, with 296 arrivals to date. Current NCC records show that 105 guests are still living with 51 sponsors. 84% of these sponsors have hosted for six months or longer and 67% have done 12 months or longer. In regards to the funding, in November 2022 Rushcliffe Borough Council received £183,000 from Nottinghamshire County Council, to support HFU guests with homelessness and access to private rented / follow-on accommodation. According to the 2023-24 Q3 return completed by Rushcliffe BC, £11,126.65 of this funding has been spent to date. 12 HFU families have been supported so far using these funds.
27	The Vice Chair of Communities Scrutiny Group asked whether there were any traveller sites currently within the Borough and what would happen if seven were not provided by 2025		<p>The current traveller sites located within the Borough are:</p> <ul style="list-style-type: none"> West Leake Road East Leake. 1x pitch, personal permission Cedar Lodge Radcliffe on Trent 12x caravans Flintham Lane Screveton 6x pitches, personal permission Harmony Park at Stragglethorpe <p>Sites with planning permission but not yet built are</p> <ul style="list-style-type: none"> South of Clifton (Fairham) 1x site for 4x pitches <p>Allocations requesting provision of a gypsy and traveller site are as follows:</p> <p>Land East of Gamston/North of Tollerton. Unspecified number of pitches in policy</p>
30	In relation to Accessible		Service Manager for Corporate

	Housing, Members of the Group requested that a briefing session for all members of both Growth and Communities Scrutiny Groups be held prior to a joint scrutiny group meeting involving all members of both Scrutiny groups, potentially holding the briefing session on 17 October and the joint scrutiny meeting on 23 October	Services
30	In relation to Management of Open Spaces, the Chairman requested that a progress report be brought to the Corporate Overview Group in September 2024	Service Manager for Corporate Services

The meeting closed at 8.17 pm.

CHAIR

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Corporate Overview Group

Tuesday, 4 June 2024

Equality, Diversity and Inclusion Scheme update and Diversity Annual Report 2023 to 2024

Report of the Chief Executive

1. Summary

- 1.1. Following the adoption of the Equality, Diversity and Inclusion (EDI) Scheme in May 2021, it was decided that a report would be brought back to the Corporate Overview Group on work carried out on delivery of the action plan in place to support that Scheme every 12 months. This report provides that update, it was considered beneficial to combine this with the annual diversity report update which is also presented to Corporate Overview Group.
- 1.2. The information in the report compares the demographic information for the Borough, using the 2021 census information, with that of our workforce with this information being taken from the HR /Payroll system.
- 1.3. The report also provides the update on the delivery of the EDI Scheme action plan that has been in place since its agreement in May 2021. This will be supported by a presentation to be delivered to the Group providing further details on some of the activity that has taken place and is planned.

2. Recommendation

It is recommended that the Corporate Overview Group:

- a) consider and endorse the information provided for the diversity annual report
- b) review the action taken so far as a part of the Equality, Diversity and Inclusion Scheme action plan and make suggestions for future action or areas of focus.

3. Reasons for Recommendation

- 3.1. The public sector equality duty is a requirement on public authorities to consider how their policies or decisions affect people who are protected under the Equality Act. Although there is no explicit legal duty for Public Sector bodies to collect and use equality data, authorities must understand the impact of their policies and practices on people with protected characteristics. Therefore, collecting, analysing and monitoring information is an important way to develop this understanding.

- 3.2. As this is a new approach to our EDI Scheme which is high level with a supporting action plan, it is important that Councillors have the opportunity to scrutinise this new approach and the work carried out to date.

4. Supporting Evidence

Ethnicity

- 4.1 A breakdown of the ethnicity of the Borough in comparison with the East Midlands and nationally is shown at Appendix A. As this is census data it is the same data that was presented to Corporate Overview Group in June 2023.
- 4.2 The Borough Council's workforce information shown at Appendix B shows that we currently broadly reflect the demographic of the Borough with 85% of RBC employees in the white British or white other ethnic group which is the same as for the residents of the Borough (white 89%). The figure for the Borough is slightly higher than that for the East Midlands (88%).

Age Profile

- 4.3 The age profile of Rushcliffe can be found at appendix A2 and it indicates that the Borough has a larger proportion of residents who are over 60 years of age (28%) than the East Midlands (25.5%) and national average (24%).
- 4.4 There are fewer residents aged between 15 and 24 in Rushcliffe (10%) than the East Midlands (12%) and England (11.7%). The age ranges reported from the census in 2011 vary from those for 2021 so it is difficult to make a direct comparison. However, at the report to Corporate Overview Group in 2022 (which included data from 2011 census) the difference between Rushcliffe, East Midlands and England remained the same with more over 60's and less between 15 and 24.
- 4.5 The age profile of the organisation (appendix B) shows that there is a peak at 45 to 54, this is the same as in previous years as can be seen in the table. 19% of the workforce is aged between 18 and 34, and 53% are aged between 35 and 54. The authority continues to support employees who wish to continue working, keeping knowledge within the organisation as well as working towards ensuring effective succession planning by improving the age diversity of the workforce.

Disability

- 4.6 Data from the 2021 Census shows that 7,145 people (6% of the population) in Rushcliffe have a long-term health problem or disability which limits their daily activities a lot. A further 11,929 (10%) are limited a little. These are lower than the percentages for the East Midlands which are 12.9% (a lot), and 18% (a little) see appendix A3.
- 4.7 The number of employees who declare they have a disability is the same as the previous year at 6%, the number has been increasing gradually over the last few years (5% or 17 in 2022/23 and now 20 in 2023/24). As an authority, the Council continues to support employees who are either disabled when

they join the authority or become disabled during their employment. This is through the Council's policies, and occupational and welfare services.

- 4.8 The Council is a Disability Confident Employer and reached the required criteria to be recredited this year enabling the Council to use the Disability Confident Employer badge until July 2026.

Gender and sex

- 4.9 The data set for identity of sex for the Borough area shows there are slightly more males than females currently residing in the Borough (Appendix A4). The split at the Council shows fewer female employees than males (40% compared to 60%) which is, in some part, due to the Council's manual workforce containing roles that are traditionally male dominated. The Council has worked to encourage female employees into this environment and will continue to promote fair recruitment practices and positive action to encourage a diverse workforce.
- 4.10 For the 2021 census, the Government also included a question about gender identity. This is included at Appendix A4. This data is not currently collected for Council employees.
- 4.11 Gender pay reporting legislation requires employers with 250 or more employees to publish statutory calculations every year showing how large the pay gap is between their male and female employees. The figures up to end of March 2023 are shown at Appendix C (data for the previous year, up to March 2024, will not be available until July).
- 4.12 The figures are taken as a snapshot of employees in post on 31 March. Within the last financial year employee changes have resulted in a positive impact on the results most noticeably a reduction from the original difference in 2017 of 8.9% between the mean £per hour of male and female pay to now the female mean being higher than the male mean (8.63%). This is the second consecutive year when the female mean is higher than the male.

Applicants

- 4.13 As well as monitoring information for current employees, information is also recorded on the individuals who apply for jobs at the Council. This enables the Council to see if applications are being received from a diverse range of applicants.
- 4.14 This information is included at Appendix D and it shows that in 2023/24 there were around 300 more applicants for jobs at the Council than in the previous year. It is thought that this is possibly due to a few factors:
- the number of people in the UK looking for work has risen as job vacancies fall
 - The Council advertised a few roles that received over 60 applications for each role which is unusual. That said the quality of applicants has been poor in some instances with people applying who do not meet the minimum requirements
 - The Council have improved its benefits package resulting in applicants moving from nearby authorities

4.15 The data shows that, of those that choose to declare, the majority of applicants to the Council are white British or other white (66%). Most are heterosexual (79%). There are more male applicants (52%) than female (41%) and the majority (89%) are not disabled. Finally, the majority are aged between 25 and 34 (28%). This is lower than the current employee age range where the majority are in the 45 to 54 age range.

Councillors

4.16 As requested at Corporate Overview Group in 2022, information about Councillors is now included at Appendix E.

4.17 This shows that the majority of Councillors are male (66%) and this has remained the same since the election in May 2023. 7% of councillors have reported that they have a disability, again this is the same as in the previous year. The majority of Councillors are aged 65+ (37%) and again this is consistent with the previous year.

4.18 Ethnicity information is not currently recorded for Councillors and therefore this information is not available for sharing.

Equality, Diversity and Inclusion Scheme Action Plan

4.19 The EDI Scheme which was adopted in May 2021 has 4 high level aims:

- We want Rushcliffe to be a welcoming place for everyone
- We want our services to be easy to access for all
- We will treat people fairly and aim to meet individual needs
- We aim to make Rushcliffe a place where everyone can achieve their potential.

4.20 To support the delivery of these aims, the Council identified some commitments which were:

- Understanding our community
- Reflecting the diversity of our community
- Working in partnership to achieve impact
- Supporting our workforce.

4.21 The actions within the action plan (Appendix E) are separated into actions against these commitments, as previously presented. This will enable us to measure the level of activity in each area and where we may need to shift focus to ensure we are delivering on all of our commitments.

4.22 What follows is an update on work completed so far and some detail on plans for the coming months. It is important to note that this is ongoing work and so the following should be read as a snapshot in time that will be constantly updated. This is the purpose of having the higher-level scheme with supporting action plan to help ensure that this is a living document that is owned across all areas of the Council. There is always more work to be done and officers would welcome the ideas of the Scrutiny Group to feed into future plans.

- 4.23 The Corporate Overview Group has received updates previously, most recently in June 2023. Like this report, they detailed work undertaken over the previous 12 months. For the benefit of new members to the Group some of the areas covered include:
- The Borough Council's website is now fully accessible
 - A session on local democracy was held for 30 year 10 students from Toothill
 - Work to try and re-establish the Rushcliffe Community Cohesion Network
 - Recruiting Talent event hosted alongside Building Better Opportunities to promote inclusive recruitment to local businesses
 - The review of the customer contact points as a part of the Customer Services Strategy
 - Work of the Active Rushcliffe Health Partnership and their work to target priority groups e.g. women and girls
 - Review of recruitment policy to try and make applying for roles at the Council to be as accessible as possible
 - The installation of changing places toilets at Rushcliffe Country Park, Gresham and most recently Cotgrave Leisure Centre.
- 4.24 The Council has established a Steering Group which includes officers from different departments across the Council including Community Development, HR and Communications. The Group meets quarterly to review and update the action plan. The Group is supported by East Midlands Councils (EMC) who provide updates on any new legislation the Group need to be aware of as well as share best practise from other councils.
- 4.25 The updated action plan can be found at Appendix F which covers the different initiatives delivered or supported by the Council as a part of the EDI Scheme. The following paragraphs in the report focus on some of the actions included in the plan to provide a little more detail.
- 4.26 The organisation is aware of the need to consider the impact of decisions it makes on the people it represents and also the workforce it employs. To this end, Equality Impact Assessments (EIA) are undertaken on key policies and strategies. This process has been reviewed as part of the Equality, Diversity and Inclusion Scheme and officers will undertake online refresher training to provide guidance on the revised process. The process is now broken down into 2 parts, the first stage provides the opportunity to ask some key questions that show EDI has been considered and identifies if a more detailed review is required. The EDI Steering Group will review any completed EIA's to provide independent challenge to the process.
- 4.27 Using UK Shared Prosperity Funding (UKSPF), the Council delivered a Moon Festival celebration event in Bingham. This was to support Hong Kongers who have moved into the area, particularly on the new development to the north of the town. In addition, the Council hosted a Lunar New Year event in February 2024 in West Bridgford, both events proved to be very popular with the Lunar New Year event attracting approximately 2000 people.
- 4.28 A review of EDI training that is undertaken by staff as well as councillors has been undertaken. Proposals have been made to Member Development Group

for training and this includes Equality Diversity and Inclusion delivered by East Midlands Councils For employees additional training has been identified including:

- EDI awareness – online and for all staff
- British sign language – for some frontline staff including Customer Services
- Neurodiversity training – initially with managers and team leaders and then to be rolled out to all staff
- EIA's – online for most staff as above at paragraph 4.26

4.29 This year sees the implementation of a new Supporting our Employees policy with a number of separate guidance documents on areas such as Domestic Abuse and Menopause, and currently developing guidance on supporting employees with neuro diversity. We're also in the early stages of working towards the White Ribbon accreditation.

4.30 A Youth Summit was held on 16 April 2024, all secondary schools were invited to attend and pupils asked to talk for around 5 minutes on issues that were important to them. South Wolds and Toothill schools attended on the night and 11 groups of students spoke to a room of their peers as well as Councillors, Officers and some invited guests. The issues identified will be used to inform the work of the Rushcliffe Youth Forum and it is hoped the session will have attracted more young people to be part of the Forum.

4.31 There are a number of projects that are designed to support our communities which have been funded using the UKSPF allocated to the Council. This includes:

- Green Doctor delivered by Groundwork to support residents to identify ways to improve energy efficiency and so reduce bills. The service also provides broader financial advice and support and signposts to other services for support
- Transform Your Future programme being delivered by Nottinghamshire Futures. This is an employment and skills support programme for people in the Borough who are currently not in work, education or training
- Funding of up to £1,000 for residents to access training to upskill/reskill
- A programme of training being delivered across the borough focussed on low carbon, digital skills and English for Speakers of Other Languages (ESOL).

4.32 Rushcliffe is working together to become a Dementia Friendly Community. The Council is working with partners, stakeholders and community and voluntary organisations to improve the support available to people living with dementia and their carers:

- The Council are working closely with Nottinghamshire Carers Association to achieve the Carer Friendly Employer Quality Award. This has so far involved training and equipping 4 Carers Champions in the workplace as well as looking at HR policies
- Dementia Friends and Carer Awareness Training have been delivered to council employee's including the executive management team and will be

rolled out bi-annually as well as having optional e-learning modules via the employee learning pool

- Additionally, the training is widely promoted across the borough to local businesses, community and voluntary organisations and the public, plus sessions are promoted in the Rushcliffe Big Green Book to enable our community to be more inclusive
- We have awarded funding to a number of projects to support people living with memory loss and their carers, such as The Joyful Jukebox, Bloomin' Dementia, Dementia Information Programme for Carers and The Green Memory Café which takes place bi-monthly at Rushcliffe Country Park
- The Council's flagship publication includes a dedicated page to the Dementia Friendly project to raise awareness and highlight advice and support for people affected by dementia. We have also featured a dementia friendly theme at several community based events and the town and parish council forum
- Dementia Friendly walkthroughs have taken place at all leisure premises across the borough designed to support a safe and welcoming environment for people affected by dementia
- The Council regularly promotes and shares dementia and carer information and resources through our network channels to partners, stakeholders, residents.

5. Risks and Uncertainties

Failure to collect and use equality data means the Council runs the risk of not understanding the impact of its policies and practices on people with protected characteristics.

6. Implications

6.1. Financial Implications

No financial implications arise directly from this report.

6.2. Legal Implications

This report supports the Council's compliance with the Equalities Act 2010.

6.3. Equalities Implications

This report contains information regarding the Council's monitoring of Equality objectives under the Public Sector Duty, as well as complying with the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017.

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

Section 17 requires local authorities to consider the community safety implications of all their activities. The Council's Equality Scheme shows a commitment to monitor the demographic information of the Borough, encouraging knowledge of the people we serve of Councillors and employees and encouraging cohesiveness.

6.5. Biodiversity Net Gain Implications

There are no direct Biodiversity Net Gain implications arising from this report.

7. Link to Corporate Priorities

The Environment	There are no links to this priority from this report.
Quality of Life	<p>The public sector equality duty is a duty on public authorities to consider and think about how their policies or decisions affect people who are protected under the Equality Act. This report sets out relevant information about the Borough, Council staff and the work done over the last year.</p> <p>By ensuring we monitor this information and acting accordingly we are encouraging an improved knowledge of the people we serve, of Councillors and employees, and encouraging cohesiveness.</p>
Efficient Services	There are no links to this priority from this report.
Sustainable Growth	There are no links to this priority from this report.

8. Recommendations

It is recommended that the Corporate Overview Group

- a) consider and endorse the report information provided for the diversity annual report
- b) review the action taken so far as a part of the Equality, Diversity and Inclusion Scheme action plan and make suggestions for future action or areas of focus.

For more information contact:	Catherine Evans Service Manager Economic Growth and Property 0115 914 8552 cevens@rushcliffe.gov.uk
Background papers Available for Inspection:	Rushcliffe Borough Councils Equality Scheme 2021 to 2025
List of appendices (if any):	<p>Appendix A Demographic Information</p> <p>Appendix B Rushcliffe Borough Council Workforce Equality Information.</p> <p>Appendix C Gender Pay gap information</p> <p>Appendix D Applicants information</p> <p>Appendix E Councillors information</p> <p>Appendix F EDI Action Plan</p>

APPENDIX A1 DEMOGRAPHIC- ETHNIC GROUPS

date	2021		2021		2021
geography	Rushcliffe		East Midlands		England
measures	value	Percentage	value	Percentage	value
Ethnic Group					
All categories: Ethnic group	119,077	100.00	4,879,210	100	59,641,829
White	106782	89.67	4,269,700	88.39	47,402,700
Gypsy / Traveller / Irish Traveller	45	0.03	200	0.00	14800
Mixed / Multiple ethnic group	3303	2.54	67,500	1.39	915,400
Asian / Asian British: Indian	3471	2.91	197,700	4.09	1,647,000
Asian / Asian British: Pakistani	1498	1.25	58,300	1.21	1,327,900
Asian / Asian British: Bangladeshi	129	0.1	17,200	0.35	605,000
Asian / Asian British: Chinese	900	0.75	28,300	0.58	335,600
Asian / Asian British: Other Asian	777	0.65	35,600	0.74	745,500
Black / African / Caribbean / Black British	1095	0.91	117,800	2.44	2,066,100
Other Ethnic Group	1077	0.90	43,800	0.91	1,086,000

The ethnic group classification presented in this table is the recommended framework from the 'Harmonised Concepts and Questions for Social Data Sources Primary Standards' for presentation of UK outputs on ethnic group. See 'Ethnic Group Mapping' tab for the correspondence between UK classification and the country specific ethnic group classifications for which data was collected by each UK country.

Source ONS Crown Copyright Reserved [December 2021]

Appendix A2 - Census Demographic Information Rushcliffe

date	2021		2021		2021	
geography	Rushcliffe		East Midlands		England	
measures	value	Percentage	value	Percentage	value	Percentage
Age						
All usual residents	119,000	100.00	4,880,200	100.00	56,489,800	100.00
Age 0 to 4	5,900	4.95	253,200	5.18	3,077,000	5.44
Age 5 to 9	6,900	5.79	283,300	5.81	3,348,600	5.92
Age 10 to 14	7,300	6.13	290,300	5.94	3,413,100	6.04
Age 15 to 19	6,300	5.29	287,300	5.88	3,218,900	5.69
Age 20 to 24	6,400	5.37	306,400	6.27	3,414,400	6.04
Age 25 to 29	6,100	5.12	301,200	6.17	3,715,400	6.57
Age 30 to 34	6,800	5.71	319,200	6.54	3,952,600	6.99
Age 35 to 39	7,400	6.21	308,100	6.31	3,795,400	6.71
Age 40 to 44	7,800	6.55	292,300	5.98	3,580,400	6.33
Age 45 to 49	8,000	6.72	308,400	6.31	3,602,600	6.37
Age 50 to 54	8,700	7.31	346,600	7.10	3,907,700	6.91
Age 55 to 59	8,600	7.22	340,000	6.96	3,806,300	6.73
Age 60 to 64	7,300	6.13	292,200	5.98	3,256,100	5.76
Age 65 to 69	6,500	5.46	253,800	5.20	2,767,500	4.89
Age 70 to 74	6,900	5.79	260,900	5.34	2,796,600	4.95
Age 75 to 79	5,200	4.36	190,800	3.90	2,038,800	3.61
Age 80 to 84	3,500	2.94	127,600	2.61	1,427,900	2.52
Age 85 to 89	2,300	1.93	76,100	1.55	872,200	1.54
Age 90 and over	1,400	1.17	42,600	0.87	498,200	0.88

Appendix A 3 – DEMOGRAPHIC INFORMATION -Disability and Gender

Long-term activity-limiting illness or disability

A long-term health problem or disability that limits a person's day-to-day activities, and has lasted, or is expected to last, at least 12 months. This includes problems that are related to old age. People were asked to assess whether their daily activities were limited a lot or a little by such a health problem, or whether their daily activities were not limited at all.

date	2021		2021		2021
geography	Rushcliffe		East Midlands		England
measures	value	Percentage	value	Percentage	value
disability					
All categories: Long-term health problem or disability, no disability or non-limiting condition	119,077	100.00	5774975	100.00	61,621,320
Day-to-day activities limited a lot	7,145	6.00	747,740	12.95	8,280,650
Day-to-day activities limited a little	11,929	10.01	1,042,100	18.05	11,268,260
Non-Disabled No Condition	90,004	75.58	3,639,955	63.03	38,658,065
Non-Disabled with Non-Limiting Condition	9,999	8.40	345,180	5.97	3,414,345

Source: Office for National Statistics (ONS), released January 2023

Appendix A4 Sex and Gender

Sex	Rushcliffe	East Midlands*	England
Male	60,729	2,225,116	29,148,583
Female	58,348	2,295,413	30,420,197

Dataset for Identity of Sex

Statistics from ONS Census 2021

*East Midlands figures comprised of those districts listed in East Midlands Councils as found at www.emcouncils.gov.uk

date	2021		2021	2021
	Rushcliffe		East Midlands	England
measures	value	Percentage	Percentage	Percentage
All usual residents	97,724	100	100	100
Gender same as sex registered at birth	92,975	95.14	93.44	93.47
Gender different to sex registered at birth	91	0.09	0.22	0.25
Trans-man	51	0.05	0.09	0.10
Trans-woman	67	0.7	0.08	0.10
All other gender identities	102	0.10	0.03	0.10
Not answered	4438	4.54	0.68	5.98

Source: ONS Census 2021

Equality and diversity statistics for RBC employees at 31 March 2024

		2023/2024		2022/2023		2021/22		2020/2021	2019/20
Total headcount		317		313		260		253	260
Gender	Male	189	60%	195	62%	150	58%	138(55%)	142 (54%)
	Female	128	40%	118	38%	110	42%	115 (45%)	118 (46%)
Disabled		20	6%	17	5%	13	5%	5%	6%
Age	18-24	16	5%	16	5%	15	6%	7 (3%)	10 (4%)
	25-34	43	14%	43	14%	37	14%	35 (14%)	44 (17%)
	35-44	79	25%	80	26%	70	27%	70 (28%)	74 (28%)
	45-54	89	28%	89	28%	84	32%	86 (34%)	79 (30%)
	55-64	77	24%	73	23%	46	18%	47 (19%)	48 (19%)
	65+	13	4%	12	4%	8	3%	8 (3%)	5 (2%)
Ethnicity	Asian	4	1.5%	2	1%	3	1%	4 (2%)	5 (2%)
	Black	7	2%	5	2%	4	2%	3 (1%)	4 (1.5%)
	Chinese	1	0.5%	1	0.5%	2	1%	1 (0.5%)	1 (0.4%)
	White British	260	82%	254	81.5%	237	91%	230 (91%)	236 (91%)
	Other white	11	3%	10	3%	7	3%	8 (3%)	6 (2%)
	Mixed	1	0.5%	2	1%	3	1%	3 (1%)	3 (1%)
	Other	4	1.5%	0	0	0	0%	1(0.5%)	1 (0.4%)
	prefer not to say (unknown)	29	9%	33	12%	4	2%	3(1%)	4 (2%)

2022/23 - Notes – Increase in headcount due to TUPE of Streetwise staff on 1/9/22 and a number of them did not disclose their ethnicity.

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RBC Gender Pay Gap Reporting as at 31 March 2023

This is the seventh consecutive year we have produced and published the data comparing the rates of pay for male and female employees within the organisation.

The areas being reported on are –

- The difference in the mean and median hourly pay rate between male and female employees
- The proportion of men and women receiving bonus payments and the difference in the mean and median bonus payments.
- The breakdown by gender for each quartile of the pay table

The figures are taken as a snapshot of employees in post on 31 March. Within the last financial year employee changes have resulted in a positive impact on the results most noticeably a reduction from the original difference in 2017 of 8.9% between the mean £per hour of male and female pay to now the female mean being higher than the male mean.

Page 27

Mean

	£ph 31.3.23	£ph 31.3.22	£ph 31.3.21	£ph 31.3.20	£ph 31.3.19	£ ph 31.3.18	£ ph 31.3.17
Female	16.97	15.63	15.17	14.44	13.58	13.12	12.86
Male	15.50	15.11	15.24	14.58	14.63	14.71	14.12
Difference	1.46	0.52	0.08	0.14	1.05	1.59	1.26
Mean Gender Pay gap in hourly rate	8.63%	3.46%	0.5%	1%	7.2%	10.8%	8.9%

This is second consecutive year that the female mean has been higher than the male.

Median

	£ph 31.3.23	£ph31.3.22	£ph 31.3.21	£ph 31.3.20	£ph 31.3.19	£ ph 31.3.18	£ ph 31.3.17
Female	14.45	13.38	13.22	12.26	11.15	11.12	11.14
Male	14.15	12.62	12.42	12.09	11.56	11.11	11
Difference	0.3	0.75	0.8	0.17	0.41	-0.01	-0.14
Median gender pay gap in hourly rate	2.09%	5.94%	6.44%	1.41%	3.55%	-0.10%	-1.3%

The trend is continuing with an increased median rate for female, although the difference has reduced.

Bonus

This refers to anything that is received in the form of cash, vouchers, securities etc. and relates to profit sharing, performance, productivity, incentives or commission and includes long service awards. The bonus period is a twelve month period that ends on the snapshot date.

We have previously included the data from employees at the Customer Service Centre who received a performance related pay. This ended 31.3.21 so there is no data to include.

A smaller proportion of bonus is from any long service awards made. In the year ending 31.3.23 there were six long service awards made all of the same equal value, therefore there is no difference in the mean or median.

Bonus	31.3.23	31.3.22	31.3.21	31.3.20	31.3.19	31.3.18	31.3.17
Mean Bonus pay gap	0%	n/a	-21%	-36%	-29%	-96.4%	65.9%
Median Bonus pay gap	0%	n/a	24%	-58%	-111%	-279.3%	-235.3%

Proportion of males/ females receiving Bonus

	31.3.23	31.3.22	31.3.21	31.3.20	31.3.19	31.3.18	31.3.17
Female	3.93%	n/a	6.96%	3.4%	4.4%	3.8%	3.7%
Male	1.03%	n/a	5.8%	3.5%	2.6%	3.3%	4.7%

A higher proportion of female staff than male received a long service award in the year ending 31.3.23

Quartiles

There are 312 employees split into each of the pay quartiles.

Proportion of males/ females in each pay quartile

	31.3.23		31.3.22		31.3.21		31.3.20		31.3.19		31.3.18		31.3.17	
	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male
1st (highest pay)	50%	50%	52%	48%	51%	49%	52%	48%	40.90%	59.1%	37.5%	62.5%	36.0%	64.0%
2nd	27%	73%	37%	63%	44%	56%	40%	60%	40.90%	59.1%	45.3%	54.7%	50.0%	50.0%
3rd	47%	53%	37%	63%	41%	59%	40%	60%	36%	64%	25.0%	75.0%	25.0%	75.0%
4th (lowest pay)	27%	73%	42%	58%	46%	54%	49%	51%	53.7%	46.3%	56.9%	43.1%	42.0%	58.0%

(Increase, decrease, no change)

The percentage of females in the highest pay quartile has decreased and is equal to percentage of males in this quartile. There has been significant increase to the males in the lower quartile due to the TUPE transfer of a male dominated manual workforce within this year.

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Applicants for 2020 -2021 = 211

Applicants 281 for 2021/2022

Applicants 382 for 2022/2023

Applicants 674 for 2023-2024

	2020-2021		2021-2022		2022-2023		2023-2024	
Sexuality	Number of applicants	Percentage	Number of applicants	Percentage	Number of applicants	Percentage	Number of applicants	Percentage
Heterosexual	184	87.2%	254	90.4%	313	82%	530	79%
Prefer not to say	16	7.6%	16	5.7%	51	13.4%	99	15%
Bisexual	4	1.9%	5	1.8%	12	3%	29	4%
Lesbian	1	0.5%	3	1.1%	0	0%	7	1%
Gay	6	2.8%	3	1.1%	6	1.6%	9	1%

	2020-2021		2021-2022		2022-2023		2023-2024	
Ethnicity	Number of applicants	Percentage	Number of applicants	Percentage	Number of applicants	Percentage	Number of applicants	Percentage
White British	153	72.5%	168	60%	216	56.4%	0	0%
British	0	0%	35	12.5%	0	0%	398	59%
Other White	7	3.3%	19	6.8%	18	4.7%	46	7%
Indian	10	4.7%	15	5.3%	26	6.8%	39	6%
Chinese	3	1.4%	11	4%	18	4.7%	25	3%
Black African	1	0.5%	6	2.1%	0	0%	0	0%
Pakistani	6	2.8%	6	2.1%	9	2.4%	20	3%
White - Irish	3	1.4%	0	0%	2	0.5%	2	0.3%
Prefer not to say	8	3.8%	4	1.4%	29	7.6%	39	6%
African	7	3.3%	3	1.1%	34	8.9%	60	9%
White and Black Caribbean	4	1.9%	3	1.1%	4	1%	7	1%
White and Asian	0	0%	3	1.1%	1	0.3%	4	0.6%
Other Asian	3	1.4%	3	1.1%	10	2.6%	19	3%
White and Black African	0	0%	1	0.4%	1	0.3%	2	0.3%
Black Caribbean	0	0%	1	0.4%	0	0%	0	0%
Caribbean	4	1.9%	1	0.4%	13	3.4%	6	0.9%
Dual Heritage	0	0%	1	0.4%	0	0%	0	0

PNTS	0	0%	1	0.4%	0	0%	0	0
Chinese Caribbean	1	0.5%	0	0%	0	0%	0	0
Other black	1	0.5%	0	0%	1	0.3%	0	0
Bangladeshi							6	0.9%

	2020-2021		2021-2022		2022-2023		2023-2024	
Gender	Number of applicants	Percentage	Number of applicants	Percentage	Number of applicants	Percentage	Number of applicants	Percentage
Male	93	44.1%	167	59.4%	199	52%	349	52%
Female	111	52.6%	111	39.5%	158	41.3%	279	41%
Prefer not to say	7	3.3%	2	0.7%	25	6.5%	46	7%
Transgender	0	0%	1	0.4%	0	0%	0	0%

	2020-2021		2021-2022		2022-2023		2023-2024	
Disability	Number of applicants	Percentage	Number of applicants	Percentage	Number of applicants	Percentage	Number of applicants	Percentage
No	196	92.9%	260	92.5%	351	91.9%	598	89%
Yes	12	5.7%	20	7.1%	18	4.7%	55	8%
Prefer not to say	3	1.4%	1	0.4%	13	3.4%	21	3%

	2020-2021		2021-2022		2022-2023		2023-2024	
Religion	Number of applicants	Percentage	Number of applicants	Percentage	Number of applicants	Percentage	Number of applicants	Percentage
No Religion	121	57.3%	137	48.7%	159	41.6%	316	47%
Christianity	58	27.5%	92	32.7%	129	33.8%	208	31%
Prefer not to say	13	6.2%	19	6.8%	50	13.1%	67	10%
Hindu	4	1.9%	11	3.9%	11	3%	18	3%
Other	3	1.4%	11	3.9%	6	1.6%	14	2%
Muslim	7	3.3%	9	3.2%	22	5.6%	36	5%
Sikh	4	1.9%	2	0.7%	3	0.8%	9	1%
Buddhist	1	0.5%	0	0%	2	0.5%	5	0.8%
Jewish							1	0.2%

	2020-2021		2021-2022		2022-2023		2023-2024	
Age	Number of applicants	Percentage	Number of applicants	Percentage	Number of applicants	Percentage	Number of applicants	Percentage
16 - 24	41	19.4%	37	13.2%	51	13.5%	123	18%
25 - 34	65	30.8%	71	25.3%	98	25.6%	188	28%
35 - 44	42	19.9%	73	26%	95	24.8%	131	19%
45 - 54	43	20.4%	69	24.5%	69	18%	121	18%
55 - 64	14	6.6%	27	9.6%	40	10.5%	63	9%
65+	1	0.5%	2	0.7%	5	1.3%	3	1%
Prefer not to say	5	2.4%	2	0.7%	24	6.3%	45	7%

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Equality and diversity statistics for RBC Councillors at May 2024

		2024/2025		2023/24		2022/2023	2021/2022
Total headcount		44		44		44	44
Gender	Male	29 (66%)		29 (66%)		29 (66%)	29 (66%)
	Female	15 (34%)		15 (34%)		15 (34%)	15 (34%)
Disabled		3 (7%)		3 (7%)		3 (7%)	3 (7%)
Age	18-24	0	0%	0	0%	0 (0%)	0 (0%)
	25-34	0	0%	0	0%	1 (2%)	1 (2%)
	35-44	7	16%	8	18%	5 (11%)	5 (11%)
	45-54	9	20%	8	18%	5 (11%)	5 (11%)
	55-64	11	25%	12	27%	13 (30%)	13 (30%)
	65+	17	39%	16	37%	20 (46%)	20 (46%)

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**Equality, Diversity and Inclusion Action Plan
2024/25**

Action	Timescale	Progress
<p>Make sure our conversations with our communities are inclusive and ensuring information on our website and in our communications is clear and accessible</p>	<p>Ongoing</p>	<p>Website is fully accessible and new document added meet new accessibility requirements. Other docs are being reviewed to ensure they meet requirements but this is an ongoing piece of work.</p> <p>Agreed annual plan for lighting of the Arena now in place this will be supported by associated press.</p> <p>Moon Festival celebrations held in Bingham to support new Hong Kongers living in the area – further event to take place in Feb 2024 to celebrate Lunar New year on Saturday 10th February Rushcliffe will be celebrating Lunar New Year with a family friendly free event at Sir Julien Cahn Pavilion.</p>
<p>Support Councillors to lead on Equality, Diversity and Inclusion by building their knowledge and awareness through training</p>	<p>Ongoing</p>	<p>Essential e-learning module to be completed within 12 months of election</p> <p>Re-written Cllr guide which includes information about EDI, this has been included previously but section has been strengthened/enhanced.</p> <p>Inclusive language guide adopted for staff and councillors</p> <p>Constitution changed to say Chairperson instead of Chairman and it is individuals choice as to how they are addressed – effective from elections in May 2023.</p> <p>JW/HR team consider topics for training that costs could be sought for face to face training and they agreed:</p> <ul style="list-style-type: none"> • EDI online refresher training – all staff • British sign language -customer services • Neurodiversity – manager initially

Action	Timescale	Progress
		<ul style="list-style-type: none"> Equality Impact Assessments – managers initially <p>Proposed training shared with Member Development Group for agreement.</p>
Identify ways to engage more young people in democracy	April 2024	<ul style="list-style-type: none"> Youth Summit held in April 2024 and Toothill School and Southwolds attended. 11 groups of students presented on an issue that was important to them. This covered topics including the environment, mental health, the political system and sexual violence The identified issues will help inform the future priorities of the Rushcliffe Youth Forum which RBC will be supporting (NCC led initiative)
Support residents to access all Council services equally	Ongoing	<ul style="list-style-type: none"> The option to have subtitles/sign language at future events e.g. outdoor cinema etc. has been explored. This is currently cost prohibitive but officers will continue to explore options for this. The team have currently had no requests for this from residents.
Continue to carry out Equality Impact Assessments during the development of services and policies to identify how impacts can be avoided, reduced or mitigated. To ensure all policies, projects and service decisions consider all equalities implications at the start	Autumn 2024	<ul style="list-style-type: none"> New EIA process and form developed following workshop with some staff Currently reviewing online training package and updating ready for circulation with new process/forms shortly. Further training to be provided to managers.
Review how Covid 19 has changed how residents access our services – making sure we are providing the right services in the right places (service plan task)	Dec 2024	<p>Contact centres across the Borough open again</p> <p>Review/refresh of customer services strategy which included all contact points remaining open at the moment.</p>
Strengthen our policies and training in procurement so we work with suppliers who share our commitment to Equality, Diversity and Inclusion and support us to tackle inequalities.	July 2024	<p>Procurement Strategy includes a section on social value.</p> <p>Exploring opportunity to run procurement session for local businesses alongside East Midlands Chamber.</p>
Undertake consultation with community groups, residents and elected members to ensure voices are heard and listened to	Dec 2024	Residents Survey but also identified in Corporate Peer Challenge opportunity to do more engagement.
Re-start the Rushcliffe Community Cohesion Network Group to better link up with, support and respond to our local communities' needs.	December 2024	Two meetings of RCCN attracted approx. 6 attendees. Mainly from rural communities therefore review needed with RCVS and RCAN to see if membership can be widened.

Action	Timescale	Progress
Continue working with the Active Rushcliffe Health Partnership, which helps organisations and services work together to deliver projects supporting high priority groups, such as disability, BAME, women and girls (including pregnancy and maternity).		<p>Work as a part of UKSPF including workshops in communities to support with energy efficiency, budgeting etc. – Green Doctor project part of UKSPF</p> <p>Gresham now home of EM pan disability league – 3rd Sunday of each month and has changing places toilet. RCP had changing places toilet installed as part of new development completed. CLC changing places toilet to be completed by end of March 2024.</p> <p>Exploring opportunities for work at Bingham Market Place on Market Day to support residents/attract footfall e.g. organised walk, dementia café etc</p> <p>Bridgford Park play area to be enhanced in 2024/25 and play strategy review – will include focus on accessibility, inclusion, space for women and girls etc</p>
Work with our partners to support young people and other groups most impacted by Covid 19, with suitable training, employment and support. For example, we will be providing work experience placements as part of the Government’s Kickstart scheme for young unemployed people.		<p>People and skills plans for 2024/25 – UKSPF:</p> <ul style="list-style-type: none"> ○ Transform Your Future (Nottinghamshire Futures) ○ Start South Notts online platform ○ Training – digital, low carbon and ESOL ○ Paid work placements ○ Training fund
Take action so our Employee Liaison Group reflects the make up of our workforce and are empowered to take a leading role on Equality, Diversity and Inclusion.	Dec 2024	<p>Provide training for new ELG reps (elections in July 2021) to support them with this role.</p> <p>This will be programmed in for 2024/25</p>
Keeping the conversation going about working smartly to benefit all staff and improve productivity and wellbeing		<p>SWOW template rolled out (part of People Strategy)</p> <p>Everyday Flex trial to commence from 1 April 2024</p>
Change our recruitment processes so they are accessible and help to attract the best talent.	Ongoing	<p>Review of recruitment policy and process ongoing</p> <p>Accepting CVs and engaging with U3A</p> <p>New content agreed for recruitment pages on website which has been put up. Also new online booklet produced with videos etc.</p>

Action	Timescale	Progress
		<p>Carer Friendly accreditation which included putting together an action plan. One of the actions agreed to is to amend the induction process so that HR ask all new starters whether they consider themselves as a Carer. This will enable the Council to better support these employees.</p> <p>Supporting employee policy now has a number of supporting policies with more to be developed including neuro diversity</p>



Corporate Overview Group

Tuesday, 4 June 2024

Financial and Performance Management

Report of the Director – Finance and Corporate Services

1. Purpose of report

- 1.1. This report outlines the quarter three 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. To summarise, the revenue budget has an overall revenue efficiency position of £1.663m and the Capital Programme overall underspend position of £5.710m. The £1.663m is allocated for significant risks for 2024/25 onwards including biodiversity net gain, replacement finance and income management systems and Housing Benefits rent increases and for service demand such as Homes for Ukraine and Safer Streets. The capital underspend is largely being carried forward for the completion of existing projects.

2. Recommendation

It is RECOMMENDED that The Corporate Overview Group considers:

- a) notes the 2023/24 revenue position and efficiencies identified in **Table 1**, the variances in **Table 2** (and **Appendix A**);
- b) approves changes to the earmarked reserves as set out at **Appendix B** along with the carry forwards and appropriations to reserves in **Appendix E**;
- c) notes the re-profiled position on capital and approves the capital carry forwards outlined in **Appendix C** and summarised in **Appendix F**; and
- d) notes the update on the Special Expenses outturn at paragraph 4.20 and in **Appendix D**
- e) identifies 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

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

Revenue Outturn

4.2 The net revenue position in Table 1 below shows a transfer to reserves of £1.958m (originally planned to be a transfer to reserves of £1.082m (adjusted to £0.295m largely reflecting carry forward commitments from 2022/23) a net increase of £1.663m.

4.3 When setting the budget for 2023/24, inflation and pay increases were included; however, the national pay award was higher than anticipated at £2,125 per employee (average 6%) compared to budgeted 4% driven mainly by elevated levels of inflation. Revenue budget efficiencies from 2022/23 were carried forward to support these cost pressures. During 2023/24, the Council has continued to closely monitor the budget position, particularly as inflation has not reduced as quickly as anticipated and to identify efficiencies that may help in balancing the increased costs going into 2024/25.

4.4 There has been a sharp increase in the number of Councils under pressure from increasing costs and the table below shows a positive outcome in what is a very challenging economic environment. There are continued cost of living pressures impacting on the Council's residents which also impact the Council's budget. The Council has continued to identify service efficiencies during the year to balance the additional pressures. A number of transfers were agreed by Cabinet on 12 March 2024, which are included in the final carry forward request totalling £0.294m shown in Appendix E. It is worth noting the service budgets have an efficiency position of £0.315m with increased business rates income and additional grants accounting for further efficiencies of £1.16m and £0.219 respectively.

Table 1: Revenue Outturn Position

	Original Budget £'000	Revised Budget £'000	Revised Outturn £'000	Revised Variance £'000
Chief Executive	2,314	2,319	2,807	488
Finance & Corporate	4,100	4,078	3,431	(647)
Development and Economic Growth	(155)	55	432	377
Neighbourhoods	7,649	8,243	7,766	(477)
Sub Total	13,908	14,695	14,436	(259)
Capital Accounting Reversals	(1,895)	(1,895)	(1,895)	0
Minimum Revenue Provision	1,311	1,311	1,255	(56)
Total Net Service Expenditure	13,324	14,111	13,796	(315)

Grant Income (including New Homes Bonus)	(2,054)	(2,054)	(2,273)	(219)
Business Rates (including SBRR)	(4,905)	(4,905)	(6,065)	(1,160)
Council Tax	(7,953)	(7,953)	(7,953)	0
Collection Fund Deficit	506	506	537	(31)
Total Funding	(14,406)	(14,406)	(15,754)	(1,348)
Net Transfer to/(-)from Reserves	1,082	295	1,958	1663
Carry forward requests (Appendix E)				(294)
Reserves required				(1,369)
Net Surplus after c/fwds and reserve transfers				0

4.5 The main revenue variances are shown in Table 2 (with more detail at Appendix A) some of which are requested to be carried forward. In the case of adverse variances if these trends do continue then it will place further pressure on the budget and services will have to identify further budget efficiencies.

Table 2: Main Items Impacting on the Current Revenue Budget

Main Variances		£'000
Adverse Variances		
Legal Services	Property related legal claim and associated solicitors' fees	445
Planning	Planning fees income reduced due to reduction in demand from new developments	351
Crematorium	Income target not achieved in first year	213
Streetwise	Legacy hire of vehicles £264k offset by salary savings due to in year vacancies and staff turnover £118k	131
Total		1,140
Favourable Variances		
Financial Services	Higher rates of interest	(528)
Environmental Health	Homes for Ukraine £168k (carry forward required) and Homelessness £150k funding	(326)
Utilities	Savings due to pessimistic budget set at height of price volatility	(261)
Economic Development	Strategic Growth Board underspend £92k and Development Corporation £100k(requested to carry forward (£50k in 25/26))	(192)
Depot & Contracts	Diesel savings due to falling prices and delay in introduction of HVO £91k, increased income from Garden Waste £50k and Edwalton Golf £22k	(163)

Total		(1,470)
Other minor variances		71
Total Variances		(259)

- 4.6 Additional savings arise from Nottinghamshire Business Rates Pool surplus £0.588m (plus savings on levy budgeted £0.599m), additional Government grants £0.219m.
- 4.7 The global pandemic, followed by the War in Ukraine and recent troubles in the Middle East has meant the economic environment remained volatile and as a result the capital value of some of the Council's Treasury Investments has fluctuated. This has been reported to Council, Cabinet and to Governance Group as part of the Council's normal reporting process. At 31 March 2024, the value of the investments shows an overall increase in value of £0.272m. There remains an overall decrease in capital value since the first investment was made although over time this is expected to improve. The Council has created a reserve totalling £1.173m to mitigate the potential impact on the General Fund. The position will be closely monitored as part of ongoing monitoring of the Council's Treasury Management position.

Business Rates and Council Tax

- 4.8 The Council ensured that applicable Business Rates reliefs were applied, resulting in 2113 businesses benefitting from over £10.6m of additional rates relief.
- 4.9 As a result of two severe flooding events in the Borough the Council has administered flood relief and grants to affected properties. In total £50k relief as awarded to 87 Council Tax properties and £23k relief to 11 businesses. Grants totalling £86k were also processed in addition to the relief awarded.
- 4.10 A review of Council Tax single person discounts was undertaken in year generating additional Council tax revenue £0.175m.

REPF (Rural England Prosperity Fund) and UKSPF (UK Shared Prosperity Fund)

- 4.11 Over a three year period, the Council has received £2.571m UKSPF (capital and revenue funding) and £0.596m REPF (capital only). Schemes have commenced on both communities and place and business support projects, and a grant funding pot for local organisations and local businesses was launched for projects taking place in 2024/25 with applications closing on 19th January 2024 for projects to be delivered by the end of March 2025, 32 projects have been identified to be supported and grant contracts are being finalised. In addition, a number of projects have been identified to be commissioned / delivered by the Council as agreed by Cabinet in February 2024. Once projects are finalised these will be incorporated into the Council's budget and monitored through usual financial reporting.

Streetwise

- 4.12 Following the decision to bring back in house the Streetwise service in September 2022, the service is set to deliver £200k transformational savings by 2024/25. As stated in Table 2 the anticipated 2023/24 efficiencies have been eroded by other pressures in addition, significant changes have taken place involving recruitment, works scheduling and revisiting income generating business as well as significant investment in plant, vehicles and office upgrades. A summary report was delivered in March 2024 to the Communities Scrutiny Group highlighting all the good work over the last 12 months.

Rushcliffe Oaks Crematorium

- 4.13 Rushcliffe Oaks Crematorium opened on 3 April 2023. To the end of 2023/24 505 cremations were carried out, 32 of which were direct (no service). Income has not been as high as projected; however, the service has covered its costs in its first year with an overall net surplus of £61k. The original business plan has been amended due to the impact of Covid which changed the anticipated demand assumptions, and this has been revisited for 2024/25 budget. The facility and team have received incredibly positive feedback from industry colleagues and people who have attended services. It will take time for the facility to become established and the team are working hard on building key relationships and growing the business.

Carbon Reduction

- 4.14 The Council is committed to achieving carbon neutral status by 2030 and has adopted a Carbon Management Action Plan to monitor progress. Set across eight broad themes, several projects are already underway to decarbonise the Council's property assets, fleet vehicles and update the Councils policy and regulation framework. Within the framework, there is a requirement for some carbon offsetting through the establishment of a range of habitats to promote ecological recovery. In the first instance this will be explored through the Councils own portfolio and collaboration with partner organisations, however, it may be necessary to, for example, purchase additional land, and an appropriation of £0.5m has been set aside from 2023/24 efficiencies for this purpose.

Reserves

- 4.15 There are a number of movements in revenue reserves largely agreed as part of the budget setting process and budget monitoring for 2023/24. A net transfer to earmarked reserves of £1.274m comprises: £1.958m transferred to reserves from revenue less £0.684m reserves used for capital. The overall net movement on revenue reserves are detailed at Appendix B. The key points to note are:
- There are a number of 'transfers out' or use of reserves totalling £3.111m including: £1.311m from the New Homes Bonus (NHB) reserve (used to

offset the Minimum Revenue Provision (MRP); £1.037m out from the Organisation Stabilisation Reserve for approved carry forwards from 2022/23; and £0.353m appropriated to meet the Collection Fund deficit

- There are a number of 'transfers in' totalling £5.069m that increases reserves. Significant items comprise: £1.663m net efficiencies to cover carry forward and reserve commitments; £1.414m NHB receipts; £1.267m for regeneration and community projects to support capital spending going forward.

Specific Reserves

4.16 Commentary on earmarked reserves:

- The NHB Reserve balance of £9.652m is used to fund internal borrowing in relation to capital projects (MRP Minimum Revenue Provision).
- The Collection Fund Reserve balance of £1.085m is earmarked for: prior year deficits; risks associated with the decommissioning of the Ratcliffe-on-Soar Power Station; and pending reforms to the Business Rates system.
- The Organisation Stabilisation Reserve Balance of £3.261 will partly be used to fund the carry forward requests of £0.294m and the transfers to reserves of £1.369m (Appendix E). This includes the ongoing impact of cost of living and inflation increases.
- The Climate Change Reserve (£0.201m) is proposed to be further boosted with £0.5m from 2023/24 underspends towards improving bio diversity net gain and this reserve also continues to contribute to the Council's ambitions to become carbon neutral. The Council has begun major re-enhancement works at Cotgrave and Keyworth Leisure Centres which will incorporate energy efficiency technologies and some funds have been used in year to match fund this work and for the Cenex fleet review. In addition, HUG 1 (Home Upgrade Grant) 1 and LAD 3 (Local Authority Delivery) green energy grant awards to owner/occupiers have been completed, this is fully funded with no recourse to draw from the reserve.

4.17 Overall, whilst the level of Earmarked Reserves is a healthy £20.947m (22/23 was £19.673m), there continue to be risks going forward with both inflationary cost pressures, the cost of living coupled with delayed reforms and uncertainty over funding in the longer term and the funding of future capital (exemplified in the MTFs with reserves anticipated to reduce to around £12m by 2028.29). The Council has its own targets to reduce carbon emissions and to grow the borough and this comes at a cost to be funded from reserves. The repayment of internal borrowing (MRP) has been reliant on NHB receipts, and these are anticipated to cease at the end of 2024/25. The General Fund balance of £2.604m accords with the Council's approved MTFs.

Revenue carry forward requests and Reserve Commitments

4.18 The Council's robust financial position enables it to fund service demand or cost pressures not identified in the budget. Some of these have already been mentioned above (eg bio diversity net gain) but other pressures include replacing and upgrading the Council's finance and income systems and rising housing benefit costs (see paras 6.3 and 6.4). These will also put further pressure on the Council's budget going forward (at least £0.4m) and are outside of the Council's control. Even more efficiencies will be required going forward in updating the Council's MTFs. Other requests are where the Council has received external funding, and the service delivery spans more than one year. Requests for the use of reserves in 2024/25 (from 2023/24 efficiencies) to support continuing cost pressures and delivery of the Council's priorities are shown in Appendix E.

Capital

4.19 The year-end Capital Programme provision totalled £12.462m (see Table 3 and Appendix C). Actual expenditure in relation to this provision totalled £6.752m (54% of the budget) giving rise to a variance of £5.710m, £4.168m of which is recommended to be carried forward.

4.20 The main underspends are as follows:

- The Crematorium £1.197m underspend; the final account has yet to be fully agreed however at least £0.797m is a recognised saving. £0.4m carry forward is requested for post opening enhancements and a potential VAT liability relating to partial exemption.
- Bingham Arena and Offices £0.928m underspend; the account is being finalised with indicated potential savings of £0.678m (this is in addition to the £0.730m underspend already diverted to support Cotgrave and Keyworth Leisure Centre upgrades), the remaining £0.250m is requested to be carried forward for post opening enhancements.
- Support for Registered Housing Providers £0.763m, carry forward is requested with meetings taking place with developers and Homes England to explore opportunities to commit the provision.
- Retrofit Grants £0.480m, this is a new initiative funded through the Midlands Net Zero Hub to retrofit properties with energy saving measures and carbon reduction technologies. A contract for provision is in place and works will commence 2024/25, a carry forward is requested.

4.21 A summary of the main variances can be found in Appendix E and F including savings of £1.558m, overspends of £16k, and a net carry forward request of £4.168m. Details of all variances can be found in Appendix C.

Table 3: Capital Summary

EXPENDITURE SUMMARY	Original Budget £000	Current Budget £000	Actual £000	Variance £000
Development and Economic Growth	1,470	2,885	431	(2,454)
Neighbourhoods	7,796	9,044	6,095	(2,949)
Finance & Corporate Services	160	353	226	(127)
Contingency	150	180	0	(180)
Total Expenditure	9,576	12,462	6,752	(5,710)
Financing Analysis				
Capital Receipts	(3,387)	(6,115)	(3,026)	3,089
Government Grants	(795)	(3,111)	(2,540)	571
Use of Reserves	(1,450)	(842)	(684)	158
Grants/Contributions	0	(73)	(83)	(10)
Section 106 Monies	(2,944)	(2,321)	(419)	1,902
Borrowing	(1,000)	(0)	(0)	0
Total Funding	(9,576)	(12,462)	(6,752)	5,710
Net Expenditure	-	-	-	-

4.22 Appendix D shows the Outturn position on the Special Expenses budget. Budgets within the Special Expenses area are also exposed to cost-of-living risks as costs increase and income from facility hire impacted by the cost-of-living pressure of household income. The Special Expenses outturn budget deficit for West Bridgford is £8k. The total net deficit in the notional West Bridgford Fund as at 31 March 2023, is £0.146m comprising of an opening deficit of £0.138m and the in-year deficit of £8k. The budgets are set using estimates and the timing of expenditure can result in variances against the budget and has resulted in the £8k deficit. The budget going forward will aim to ensure deficits are recovered.

Financial Outturn Conclusion

4.23 Despite the financial challenges experienced, prudent budgeting has negated the need to draw on reserves or to externally borrow. Inflation has now begun to fall, however there remains a risk to both Council expenditure and to income receipts as household income contracts. Government funding reviews add a further level of uncertainty and risk making financial planning even more challenging. There are warning signs for the budget going forward with pressures on areas like Planning and Streetwise and the impact of inflation impacting on contracts in areas such as finance and housing benefit payments affected.

4.24 The Council continues to drive efficiency and innovation and the Transformation and Efficiency Plan (now also incorporated into the Productivity Plan) includes projects over the medium term that continually challenge Council processes. Given the identified additional pressures the ability for the Council to drive more productivity is an increasing prerequisite.

- 4.25 Whilst the Council currently has a healthy reserves balance, this is a finite resource, and reserves will diminish with unknown challenges on the horizon and the need to maintain the Council's assets. Reserves are necessary to insulate the Council against significant financial risks and enable the Council to deliver its corporate priorities, to improve services and invest and grow the Borough.
- 4.26 The year-end Financial Statements are subject to audit by Mazars and are anticipated to be considered by the Governance Scrutiny Group in September 2024.



















Performance Monitoring – Strategic Scorecard


















- 4.27 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.
- 4.28 The Corporate Strategy 2019-23 started with an ambitious set of tasks including two major building projects, a new leisure centre in Bingham (with a separate business centre) and a new crematorium in Stragglethorpe. Throughout the period new projects were identified and these were added to the list of tasks finally growing to twenty-five. Nineteen of these tasks have been completed and most of the remainder are at least halfway to being completed.
- 4.29 The new Corporate Strategy 2024-27 has been published and will be monitored in reports from quarter 1 by this group. It contains a range of tasks that cover the four corporate themes and as before may have additional tasks added as it is a living strategy that reacts to opportunities that appear through the strategy period.
- 4.30 Performance in quarter 4 continues to show the positive trends seen in earlier reports during 2023-24. 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 over 25% above target and over 18% higher than last year
 - LIDEG03 Percentage of non-major applications dealt with in 8 weeks or agreed period - performance over 8% above target and over 4% higher than last year
 - LIDEG40 Percentage of RBC owned industrial units occupied – occupation levels remained at 100% throughout the year
 - LIDEG41 Level of income generated through letting property owned by the Council but not occupied by the Council – collection is £111k above target
 - LIFCS62 Percentage increase in self-serve transactions – 3.66 above target

- LINS14 Average NOx level for Air Quality Management Areas in the Borough – currently 25µg/m³ against target of 40µg/m³, consistently below target
- LINS31a Percentage of applicants within Bands 1 and 2 rehoused within 26 weeks – performance high throughout the year ending over 24% higher than target
- LINS32 Average number of weeks for all Home Search applicants to be rehoused through Choice Based Lettings – 4% improvement on last year and 20% under target
- LINS51 Number of leisure centre users – public – above target and recovering from the impact of the Covid pandemic
- LINS73b Income generated from parks, pitches and open spaces – almost £60k above target and £55k higher than last year.

4.31 Four corporate and four operational indicators missing their targets. Explanations can be found in **Appendices G and H**.

4.32 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				
 4	 0	 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
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.					LINS19 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				
 7	 1	 0	 1	 5	 3	 0	 0	
ST1923_23 Delivery of the Equality, Diversity and Inclusion scheme action plan				There are no task exceptions this quarter.				
Performance Indicators				Performance Indicators				
 2	 0	 1	 0	 5	 0	 1	 4	 4
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.				

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

Performance Monitoring – Operational Scorecard

4.34 The Council's operational business is also monitored, 34 measures make up the Operational Scorecard, presented for scrutiny at the quarterly Corporate Overview Scrutiny Group. The scorecard has two less indicators than in 2022-23, these have been removed from monitoring in Service Plans:

- LIFCS23 Percentage of Revenues Services customers surveyed that were satisfied with the level of service provided
- LINS21a Percentage of eligible households taking up the green waste collection service.

Operational Scorecard – Performance Indicators				
 24	 1	 4	 4	 1
There are four performance exceptions to report.				
LIDEG01 Percentage of householder planning applications processed within target times				
LIFCS61a Percentage of calls answered in 60 seconds				
LINS06 Cumulative number of fly tipping cases (against cumulative monthly comparison for last year)				

LINS73a Income generated from community buildings

Explanations are provided in the appendix.

5. Risks and Uncertainties

- 5.1. Failure to comply with Financial Regulations in terms of reporting on both revenue and capital budgets could result in criticism from stakeholders, including both Councillors and the Council's external auditors.
- 5.2. The transfer of the net surplus to reserves will relieve pressure on Councils budgets such as system upgrades and service pressures arising post budget setting (as discussed in paragraphs 4.37 and 4.38 below) and carry forward of budget efficiencies will assist the Council to meet its priorities to support and grow the Borough.
- 5.3. There is a need to replace key finance systems including the Income Management System and the main Financial Management System with projects commencing in 2024/25. Appropriations from underspends have been included in transfers to reserves in Appendix E totalling £0.331m, however until the projects have been fully scoped and procured the resources required may alter, with the potential to increase further.
- 5.4. As a result of an increase in rent charges by a supported housing provider in the Borough, there is a pressure on the Housing Benefit budget as not all of this increase can be claimed through the Housing Benefits Subsidy. This is currently estimated to be a pressure of £0.235m per annum, however this is dependent upon a rent review by the Valuation Office Agency (VOA). An appropriation of £0.235m has been set aside from 2023/24 efficiencies to cover the expected 2024/25 shortfall. This is however, an ongoing pressure for future years and will need to be included in budget setting for 2025/26 onwards.
- 5.5. Changes in Central Government policy influences Business Rates received and their timing, for example policy changes on small Business Rates relief. There is also a risk from Government reform although as mentioned this is unlikely before 2026/27.
- 5.6. There is a continued risk from inflation to expenditure the Council incurs such as fuel and utilities but also on income from fees and charges. This is being closely monitored and if necessary, included in our normal financial reporting arrangements to Cabinet and Corporate Overview Group.
- 5.7. Recruitment continues to be challenging in the sector and this increases the pressure on the pay budgets and agency costs and the ability to deliver high quality services.
- 5.8. The Council needs to be properly insulated against such risks hence the need to ensure it has a sufficient level of reserves, as well as having the ability to

use reserves to support projects where there is ‘upside risk’ or there is a change in strategic direction. The Council continues to ensure it is financially resilient at this most difficult of times.

6. Implications

6.1. Financial Implications

Financial implications are covered in the body of 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.

6.5. Biodiversity Net Gain

There are no direct Biodiversity Net Gain implications arising from this report.

7. Link to Corporate Priorities

The Environment	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
Quality of Life	
Efficient Services	
Sustainable Growth	

8. Recommendations

It is RECOMMENDED that the Corporate Overview Group scrutinises:

- a) notes the 2023/24 revenue position and efficiencies identified in **Table 1**, the variances in **Table 2** (and **Appendix A**);
- b) approves changes to the earmarked reserves as set out at **Appendix B** along with the carry forwards and appropriations to reserves in **Appendix E**;
- c) notes the re-profiled position on capital and approves the capital carry forwards outlined in **Appendix C** and summarised in **Appendix F**; and

- d) notes the update on the Special Expenses outturn at paragraph 4.20 and in **Appendix D**
- e) identifies 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 September 2023 – Revenue and Capital Budget Monitoring Q1 Cabinet December 2023 – Revenue and Capital Budget Monitoring Q2 Cabinet March 2024 – Revenue and Capital Budget Monitoring Q3
List of appendices:	Appendix A – Revenue Variance Explanations Appendix B – Movement in Reserves Appendix C – Capital Variance Explanations Appendix D – Special Expenses Position Appendix E – Carry forward and reserve commitments Appendix F – Summary Capital carry forwards Appendix G – Corporate Scorecard Appendix H – Operational Scorecard

Revenue Variance Explanations (over £25k)

Service	Income / Expenditure Type	Reason	Outturn Variance £'000
Legal Services	Supplies & Services	Property related legal claim and associated solicitors' fees	445
Planning	Income	Planning fees income reduced due to reduction in demand from new developments	351
Crematorium	Income	Income target not achieved in first year	274
Property Services	Income	Capitalisation of salaries associated with slippage in the capital programme	157
Depot & Contracts	Premises Related	Joint use agreement and utilities at Toothill	153
Streetwise	Transport Related and Employees Expenses	Legacy hire of vehicles £264k offset by salary savings due to in year vacancies and staff turnover £118k	131
Economic Development	Income	Service charges, these are offset by associated savings including utilities	104
Depot & Contracts	Employee related	Agency	90
ICT	Supplies & Services	Cost of implementing the outsourcing contract (salary savings less agency and first year contract cost)	60

Depot & Contracts	Transport Related	Price of rubber has increased, and replacement levels of tyres continue to be a budget pressure	56
Depot & Contracts	Supplies & Services	£33k car park SLA 22/23, increased charges partly offset by increase in income	52
Crematorium	Supplies & Services	Grounds maintenance works	46
Property Services	Supplies & Services	Tree works to be funded from reserves	45
Central Mail	Supplies & Services	Postage	40
Home Alarms	Supplies & Services		33
Home Alarms	Income	Delays during year in implementation of digital alarms which have higher service charge	32
TOTAL ADVERSE VARIANCES > £25k			2,069

Revenue Variance Explanations (over £25k)

Service	Income / Expenditure Type	Reason	Outturn Variance £'000
Financial Services	Income	Higher interest rates	(528)
Utilities	Premises Related	Savings due to pessimistic budget set at height of price volatility	(261)
Environmental Health	Income	Homes for Ukraine funding £168k requested to carry forward	(176)
Economic Development	Supplies & Services	Strategic Growth Board underspend £92k and Development Corporation £100k (requested to carry forward (£50k in 25/26))	(192)
Depot & Contracts	Income	Parkwood contract savings £91k, additional income for Garden Waste £50k and Edwalton Golf Course £22k	(162)
Strategic Housing	Income	Additional funding for homelessness applied in year	(150)
Depot & Contracts	Transport Related	Diesel prices have come down and delay in implementation of HVO conversion	(91)
Community Development	Income	AGP pitches additional income £61k, Bio-diversity net gain grant £28k	(89)

Service	Income / Expenditure Type	Reason	Outturn Variance £'000
Economic Development	Income	Rents in excess of budget mainly due to Bingham £27k (fully occupied), Hollygate Lane £19k (rent inc and 100% occupation), Bardon £14k (rent review)	(87)
Depot & Contracts	Third Party Payments	East Leake Leisure Centre utilities savings £70k, Eastcroft Depot rental £50k	(70)
Financial Services	Supplies & Services	Unrequired contingency	(65)
Safer Streets (External Funding)	Supplies & Services	Delays to some works around CCTV carry forward required	(60)
Financial Services	Employee Expenses	Revenues & Benefits disestablished post, Customer Services in year vacancies now filled	(52)
Planning	Supplies & Services	Uniper funding required to be carried forward	(50)
Licensing	Income	Taxi income above budget	(50)
Planning	Employee Related	Secondment backfilled part time	(43)

Service	Income / Expenditure Type	Reason	Outturn Variance £'000
Depot & Contracts	Supplies & Services	Savings on equipment and materials	(34)
Environmental Health	Employee Related	Staff changes resulting in vacancies and lower pay scales, offset by agency	(31)
Revenues & Benefits	Income	Costs recovered	(30)
TOTAL FAVOURABLE VARIANCES > £25k			(2,221)
OTHER MINOR VARIANCES			(107)
TOTAL VARIANCE			(259)

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Movement in Reserves

Movement in Reserves	Balance at 31.03.23	Transfers in	Transfers out	Balance at 31.03.24	Transfers in notes	Transfers out notes
	£000	£000	£000	£000		
Investment Reserves						
Regeneration and Community Projects	2,112	1,267	(153)	3,226	Special expenses play area £75k, annuity charges £63k, regeneration and community projects capital £1m and Sinking funds; Hook £20k and, RCP £20k for skateboard parks, Cremator £14k, Edwalton Golf Course £25k, Gresham Pitches £50k	Transfer out for Boundary Road Play Area, Adbolton Play Area and Gamston Enhancements
Investment Properties Sinking Fund	549	325	(79)	795	To reserves from Investment Properties income	Tfr out to cover works at the Point and Colliers Business Park
New Homes Bonus	9,549	1,414	(1,311)	9,652	Receipt in year	To offset the impact of MRP
Corporate Reserves						
Organisation Stabilisation	2,635	1,663	(1,037)	3,261	From in-year efficiencies to meet c/f and reserve appropriations	£270k budgeted general fund deficit plus £502k agreed carry forwards cabinet 2022 and £265k trf from reserves (£10k elections holiday pay, £204k payaward, £33k Council Tax Support

Movement in Reserves	Balance at 31.03.23	Transfers in	Transfers out	Balance at 31.03.24	Transfers in notes	Transfers out notes
						Fund)
Climate Change	329	0	(128)	201		CLC enhancements 50% match funding £108k, £20k Cenex Review
Treasury Capital Depreciation Reserve (IFRS 9)	973	200	0	1,173	Top up reserve	
Collection Fund S31 Reserve	1,438	0	(353)	1,085		Planned release of grant to cover deficit in collection fund
Development Corporation	365	0	(165)	200		Transfer to revenue to cover expenditure incurred, £100k is requested to be returned in 23/24 trf to reserves £50k for 24/25 and £50k for 25/26
Risk and Insurance	100	0	0	100		
Planning Appeals	349	0	0	349		
Elections	201		(150)	51		Released to revenue to cover local council elections
Operating Reserves						
Planning	131	0	(75)	56		Intended for £25k Transport Assessment, £50k Design Code, this was funded from in year budgets and required to be returned from underspend.

Movement in Reserves	Balance at 31.03.23	Transfers in	Transfers out	Balance at 31.03.24	Transfers in notes	Transfers out notes
Leisure Centre Maintenance	57	15	(44)	28	Create a sinking fund for the athletics track and Hockey Pitch at Bingham Leisure Centre	Old Bingham Leisure Centre decommissioning
Vehicle Replacement Reserve	885	185	(300)	770	Top up for Streetwise vehicle replacement reserve	Acquisition of vehicle and plant from Streetwise
TOTAL	19,673	5,069	(3,795)	20,947		
General Fund Balance	2,604			2,604		

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Capital Programme Summary March 2024

	Original Budget £000	Current Budget £000	Actual YTD £000	Variance £000	Carry fwd (C)/ Saving (S)/ Overspend (O)/ Acceln (A)	Notes
DEVELOPMENT AND ECONOMIC GROWTH						
Compton Acres Fencing Special Expense	30	30	21	(9)	S	Works complete £9k saving
Quantock Grove Bingham POS	20	0	0	0		Works accelerated and completed in 2022/23
REPF (Rural England Prosperity Fund) Capital Grants	0	149	76	(73)	C	REPF nearly wholly committed, two grants totalling £71k now due to be released in 24/25
UKSPF (UK Shared Prosperity Funding) Capital Grants	0	147	129	(18)	C	Grants committed
Manvers Business Park Enhancements	0	100	0	(100)	C	Roller Shutter vehicle doors tender early 2024; works to follow in 24/25, carry forward required.
U10 Moorbridge Enhancements	0	30	38	8	O	Additional enhancement works required including provision of accessible toilet and shower. Flooring work complete. Overspend arises from new signage and furniture. Further works identified as part of HSE review may require a future Capital Contingency allocation

Bridgford Park Kiosk	25	25	0	(25)	C	Planning approval obtained to construct a dedicated staff toilet for the kiosk. Building regs application to be made and works to be tendered. Carry forward required.
Colliers Business Park Enhancements	0	40	24	(16)	C	Contract let to install new water supply pipework to mitigate liability issues primarily completed. Additional Barriers and Bollards to be assessed (£10k). Carry forward required.
Abbey Circus Fencing Special Expense	35	35	23	(12)	S	Works complete £12k saving.
Highways Verges: Cotgrave/Bingham/CB	100	0	0	0		Officer investigation of sites continues to prioritise work plan. Highways Authority will need to be consulted. No commitments yet and £100k provision reprofiled to 24/25
Traveller Site Acquisition	1,000	0	0	0		The capital programme contained £1m for site acquisition and development. This has now been reprofiled to 24/25. A second call for sites in the Borough has been requested.
Cotgrave Phase 2	0	50	12	(38)	C	Main contract completed 21/22. Peripheral works still to be commissioned for the Public Realm: new path, landscaping, seating, and trees. These works to be tendered. Carry forward will be required to meet commitments.
Bingham Arena	0	833	(95)	(928)	C/S	Opened 20 February.2023. Final account agreed. £730k of this year's provision originally earmarked for post opening enhancements has been reprofiled to 24/25 and redirected to support works at CLC. Carry forward £250k required for post opening enhancements, remaining £678k released as a saving
Water Course Improvements	210	0	0	0		Works originally re-profiled to 2023-24 and packaged together with 2023-24 provision to achieve efficiencies. Potential to fund from UKSPF in 24/25 so has been rephased. Rugby Road bank planned.

The Point	50	95	55	(40)	C	Balcony work completed; common area lighting and ramp roller shutter to be done. Carry forward required.
Bingham Market Place Improvements	0	68	62	(6)	C	Works complete; paving enhancements may be needed in 24/25 carry forward required.
West Bridgford Town Centre Environmental Improvements	0	10	10	0		Upgrade to WBTC Railings fully funded from UKSPF.
Rushcliffe Oaks Crematorium	0	1,273	76	(1,197)	C/S	Total provision including purchase of the land £8.5m. Building operational early Apr. Credit arises from over accrual for Cremator 22/23. This year's programme included a provision of £783k 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 VAT liability in 24/25 of approx. £150k which will need to be carried forward - this will continue to be monitored. A carry forward sum of £250k also be required sum for post opening enhancements. The remaining £797k is a saving (based on accrual of worst case final account figure) so this may be more.
Keyworth Cemetery	0	0	0	0		Surveys undertaken. Works to be agreed with the Diocese. Quotes to be sourced. No commitments yet. £25k provision rephased to 24/25.
	1,470	2,885	431	(2,454)		
NEIGHBOURHOODS						
Vehicle Replacement	1,150	2,521	2,328	(193)	C	9 Refuse Collection vehicles acquired; 1 sweeper procured for Streetwise operations plus 1 to be delivered 24/25; plant and equipment for Streetwise bought outright from leasing arrangement. Carry forward required to meet commitments.

Support for Registered Housing Providers	2,623	1,179	416	(763)	C	Payments: £56k practical completion 7 units affordable housing on Garage Sites Ph 2 (£24k due in 24-25 for remaining 3 units); £340k for 4 units Nicker Hill; Meetings taking place with RPs/Developers and Homes England to explore opportunities to commit the provision. Carry forward balance to future years.
Discretionary Top Ups	0	98	102	4		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. £4k overspend to be covered by underspend on DFGs.
Disabled Facilities Grants	945	1,202	894	(308)	C	There is continued pressure on the Mandatory DFG provision. An additional allocation of £66k was made by DLUCh for 23/24 but RBC has had to commit its own resources to support service delivery. The underspend is committed to grants approved and a net carry forward of £304k is needed.
Hound Lodge Enhancements	250	0	0	0		The future of Hound Lodge is currently being assessed. Sum not committed. £250k provision rephased to 24/25.
Arena Enhancements	28	128	59	(69)	C/S	Some work required to upgrade reception and corridor floors. Work also to be undertaken on fire dampers. Carry forward of £65k required. £4k saving realised.
Car Park Resurfacing	0	96	17	(79)	C	Bridgford Road works now to commence early 24-25. Carry forward required.
Cotgrave & Keyworth Leisure Centre Enhancements	1,395	1,526	1,265	(261)	C	Work in progress. Salix Grant Funding of £1.215m awarded which needs 12% match funding £146k from the Climate Change Reserve. £1.5m of provision rephased to 24/25.
Edwalton Golf Club Enhancements	30	0	0	0		Sum not yet committed. £30k provision to convert flat rephased to 24/25. However, flooding issues need to be addressed first and are currently being assessed with a view to establishing a costed action plan for the proposed works.

Old Bingham Leisure Centre Improvements	0	42	44	2	O	£30k re-profiled to 23-24 pending options assessment.
SAFE4HEARTS UK Shared Prosperity Funded	0	18	15	(3)	C	New initiative supported by UKSPF funding. Provision of defibrillators to Community and other buildings. Carry forward required to meet commitments.
Gresham Sports Park Redevelopment	100	139	71	(68)	C	Swale works being undertaken. £10k expenditure on core cable replacement to lighting. CCTV cameras need replacing and quotes obtained. Carry forward of £60k required plus £8k to be redirected to RCP Play Area.
RETROFIT Grants	0	480	0	(480)	C	New Initiative funded by Midlands Net Zero Hub. Contract in place. Works will commence in 24/25 carry forward required.
Gamston Community Centre Enhancements Special Expense	50	6	3	(3)	S	To support any carbon reduction work, to be lead by the environmental energy audit. £3k spent on electric replacement of gas water heater. Potential government grant funding to be made available for Community Halls. £50k of the provision rephased to 24/25.
Butterell Hall Enhancements Special Expense	0	77	0	(77)	C/S	Sum not yet committed £50k carry forward requested, £27k released as a saving
HUG1 (Home Upgrade Grants) and LAD3 (Local Authority Delivery) Green Energy Grants	0	455	435	(20)	S	New initiative, fully funded by Government Grants. Funds were to be spent by 31 March 2023 but deadlines extended: HUG1 31 May 2023 and LAD3 30 Sept 2023. Schemes complete £20k underspend.
HUG2 (Home Upgrade Grants) Green Energy Grants	0	356	0	(356)	C	New initiative, fully funded by Government Grant. Works to commence in 24/25 carry forward required.
Gresham Sports Pavilion	50	73	79	6	O	Flooring works complete at £7k. Changing Places Toilet works complete £55k. Overspend. Risk and cost pressure associated with Legionella investigation.
Rushcliffe Country Park Play Area	100	100	3	(97)	C	Tendered and works to commence Q1 24/25. Carry forward required plus £8k from the

						underspend on Gresham Spots Park Redevelopment.
Rushcliffe Country Park Visitor Centre	0	161	161	0		Development works complete, opening ceremony took place Oct 22. Footpath now complete; £28k for Sail Canopies funded from a Will Benefactor. Zero discharge toilet completed. Additional path work undertaken funded from UKSPF.
External Door/Window Upgrades Various Sites	0	46	0	(46)	C	To be undertaken ad hoc, U10 Moorbridge is next. Carry forward required.
Sharphill Wood Paths	0	17	10	(7)	C	New scheme to create stone footpath fully funded from UKSPF.
Capital Grant Funding	0	15	15	0		Grant scheme now closed.
Edwalton Community Facility Spec Exp	500	2	0	(2)	C	Planning application fee processed Oct Planning Committee. Works have to align with the build out of the site. £498k of the provision already rephased to 24/25. Negotiations about the build/acquisition ongoing.
Adbolton Play Area Spec Exp	0	87	87	0		Works complete.
Greythorn Drive Play Area Spec Exp	75	105	3	(102)	C	Scheme to be funded from S106 Contribution. Works to start Q1 24/25. Carry forward required.
Bridgford Park Play Area Spec Exp	0	10	0	(10)	C	Minor expenditure written off to revenue. £10k to be carried forward to support Play Area Special Expense schemes in 24/25.
Boundary Road Play Area	0	70	63	(7)	S	Work completed. Carry forward balance to support Play Area Special Expense schemes in 24/25
West Park Julien Cahn Pavilion Special Expense	500	35	25	(10)	C	£15k enhancements carried out. £10k additional budget from English Cricket Board for Cricket Wicket. £475k of the provision rephased to 24/25.
	7,796	9,044	6,095	(2,949)		
FINANCE & CORPORATE SERVICES						

Information Systems Strategy	160	353	226	(127)	C	Rollout of the ICT Alignment Strategy to meet business needs and embrace changing technology. Cloud Based Solutions now being assessed. £126k carry forward required.
	160	353	226	(127)		
CONTINGENCY						
Contingency	150	180	0	(180)	C	Budget movement: Original Budget £150k £100k brought forward from 22-23 £30k allocation U10 Moorbridge; £40k allocation Colliers BP.
	150	180	0	(180)		
TOTAL	9,576	12,462	6,752	(5,710)		

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Special Expenses Outturn 2023/24

	Original Budget £	Outturn Actuals £	Outturn Variance £	Reasons for variance
<u>West Bridgford</u>				
Parks & Playing Fields	438,100	442,222	4,122	Maintenance works including benches
West Bridgford Town Centre	92,100	95,442	3,342	Christmas lights switch on
Community Halls	96,900	104,962	8,062	Mainly due to shortfall in room hire at Gamston offset by small savings
Contingency	14,700	5,900	(8,800)	unrequired contingencies spend was for illegal encampment
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	843,626	6,726	
<u>Keyworth</u>				
Cemetery & Annuity Charges	12,700	11,507	(1,193)	
Total	12,700	11,507	(1,193)	
<u>Ruddington</u>				
Cemetery & Annuity Charges	11,100	13,273	2,173	
Total	11,100	13,273	2,173	
TOTAL SPECIAL EXPENSES	860,700	868,406	7,706	

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Carry Forwards and Reserve Commitments





Carry forward to 24/25		£'000
	Safer Streets (externally funded)	57
	Homes 4 Ukraine (external funding)	168
	Streetwise sale of equipment replacements required	13
	Uniper (external funding)	50
	Household Support Fund 4 (external funding)	6
	Total carry forwards	294
Appropriation to/(from Reserves)		
	Tree survey repair works	(45)
	Climate change reserve – Arena CHP & PV survey	(8)
	Land acquisition for bio diversity net gain	500
	Housing benefit supported accommodation rent increase potential subsidy loss	235
	Finance system replacement	200
	Development Corporation	100
	Planning reserve transfer underspend	75
	Income management replacement	131
	New Homes Bonus (MRP underspend)	56
	Increase sinking fund Cremator	36
	Relocation of customer contact centre	25
	Bridgford Hall fire doors remedial works	25
	Woodland Planting (match external funding)	16
	Smoke Control Grants (external funding)	12
	Edwalton Golf Course flood prevention measures	11
	Total Reserves Appropriations	1,369
	Total Carry Forwards and Reserves Commitments	1,663

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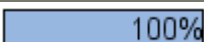
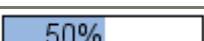




Summary capital variances





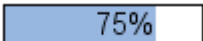


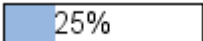

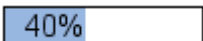





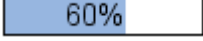


Variance Analysis 23-24	£000
CARRY FORWARDS:	
REPF Capital Grants	(73)
UKSPF Capital Grants	(18)
Manvers Business Park Enhancements	(100)
Bridgford Park Kiosk	(25)
Colliers Business Park Enhancement	(16)
Cotgrave Phase 2	(38)
Bingham Arena	(250)
The Point	(40)
Bingham Market Place Improvements	(6)
Rushcliffe Oaks Crematorium	(400)
Vehicle Replacement	(193)
Support for Registered Housing Providers	(763)
Disabled Facilities Grants	(304)
Arena Enhancements	(65)
Car Park Resurfacing	(79)
Cotgrave & Keyworth Leisure Centre Enhancements	(261)
Safe4Hearts – UKSPF funded	(3)
Gresham Sports Park Redevelopment	(68)
RCP Play Area	(97)
Retrofit Grants	(480)
Lutterell Hall Enhancements Special Expense	(50)
HUG Green Energy Grants	(356)
External Door/Window Upgrades	(46)
Sharphill Wood Paths – UKSPF funded	(7)
Edwalton Community Facility Special Expense	(2)
Greythorn Drive Play Area Special Expense	(102)
Bridgford Park Play Area Special Expense	(10)
West Park Sir Julien Cahn Pavilion Special Expense	(10)
Information Systems Strategy	(126)
Contingency	(180)
Sub-total	(4,168)
SAVINGS:	
Compton Acres Fencing Special Expense	(9)
Abbey Circus Fencing Special Expense	(12)
Bingham Arena	(678)
Rushcliffe Oaks Crematorium	(797)
Arena Enhancements	(4)
Gamston Community Centre Enhancements Special Expense	(3)
Lutterell Hall	(27)
HUG1 and LAD3 Grants	(20)
Boundary Road Play Area	(7)
Information Systems Strategy	(1)
Sub-total	(1,558)
OVERSPEND:	
U10 Moorbridge Enhancements	8
Old Bingham Leisure Centre Improvements	2
Gresham Sports Pavilion	6
Sub-total	16
ACCELERATION:	
Sub-total	0
TOTAL	(5,710)


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

Strategic Tasks






Status	Ref.	What are we doing	Due date	Progress
Efficient Services				
✓	ST1923_07	Relocate our R2Go service and Streetwise Environmental Ltd	2019	 100%
✓	ST1923_08	Include digital principals in our communications and ways of undertaking	2024	 100%
✓	ST1923_09	Relocate the Rushcliffe Community Contact Centre in West Bridgford	2020	 100%
✓	ST1923_10	Deliver our Medium-Term Financial Strategy and Corporate Strategy	2024	 100%
Environment				
✓	ST1923_03	Respond to any proposals from the Resources and Waste Strategy for England	2023	 100%
✓	ST1923_16	Refresh our carbon management plan and establish a carbon neutral target	2020	 100%
▶	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	 50%
▶	ST1923_19	Implementation of proposals from the Resources and Waste Strategy for England	2025	 45%
Quality of Life				
✓	ST1923_01	Develop the Chapel Lane site in Bingham, including a new leisure centre, community hall and office space, by 2022	2022	 100%
✓	ST1923_02	Support the continued development of existing local growth boards for Cotgrave, Radcliffe on Trent, Bingham, East Leake and West Bridgford	2024	 100%
✓	ST1923_04	Review the Council's community facilities to ensure they meet the community need and contribute to the Council's property portfolio	2023	 100%





Status	Ref.	What are we doing	Due date	Progress
	ST1923_05	Facilitate the development of a Crematorium in the Borough by 2022	2023	 100%
	ST1923_06	Deliver a targeted events and health development programme across the Borough (Rushcliffe Roots and Rushcliffe Clinical Commissioning Group)	2023	 100%
	ST1923_21	Support the recovery of local businesses and communities from the impacts of COVID	2022	 100%
	ST1923_23	Delivery of the Equality, Diversity and Inclusion scheme action plan	2024	 75%
	ST1923_24	Deliver a targeted events, health, and sports development programme across the Borough	2024	 100%
	ST1923_25	Deliver the Cotgrave and Keyworth Leisure centre redevelopment, including the public sector decarbonisation of Cotgrave Leisure Centre	2025	 25%
Sustainable Growth				
	ST1923_11	Support the delivery of 13,150 new homes and the 5-year land supply	2028	 53%
	ST1923_12	Support the delivery of employment land on all 6 strategic sites in Rushcliffe and sites allocated through the Local Plan	2028	 40%
	ST1923_13	Support the delivery of improved transport infrastructure – A46, A52, A453 Corridors	2024	 100%
	ST1923_14	Review the asset (property) management plan	2020	 100%
	ST1923_15	Support the delivery of affordable housing in the Borough, working with developers, providers and private landlords	2024	 100%
	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	 100%

Status	Ref.	What are we doing	Due date	Progress
	ST1923_22	Implementation of proposals from Levelling up and Regeneration Bill	2024	<div style="border: 1px solid black; background-color: #d9e1f2; padding: 2px;">100%</div>








Performance Indicators - Strategic Scorecard

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	







Efficient Services

Status	Ref.	Description	Q4 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	£0.322m	£0.466m		£0.622m	£0.013m
Transformation target not fully achieved mainly due to two major projects; Crematorium - settling in period and national trend of reduced cremations has impacted expected income. Streetwise insourcing due to fleet review and purchase of own vehicles.							
	LIFCS16	Percentage of residents believing the council provides value for money	Not due	-	-	No survey	42%
	LIFCS49	Percentage of residents satisfied with the service the Council provides	Not due	-	-	No survey	59%
	LIFCS62	Percentage increase in digital transactions	6.15%	-1%		-1%	-1.23%
	LIFCS63	Percentage of residents satisfied with the variety of ways they can contact the Council	Not due	-	-	No survey	59%

Environment

Status	Ref.	Description	Q4 2023/24			2023/24	2022/23
			Value	Target	Long Trend	Target	Value
	LINS17	Percentage of residents satisfied with the refuse and recycling service	Not due	-	-	No survey	81.0%
	LINS18	Percentage of household waste sent for reuse, recycling and composting	46.55% (Feb)	50.00%		50.00%	44.71%
<p>Whilst the recycling and composting rate is below target there is a national reduction in waste recycling at present. For Rushcliffe the figure is dependent not just on the amount of waste collected in the blue bins but the figure also includes glass collected and garden waste too from the green bin scheme. Tonnage collected from blue bins is slightly down on previous years although this figure generally remains similar year on year, and garden waste (which is seasonal and subject to weather conditions) is down on 2021/22 but higher than 2022/23 when we had a particularly dry summer.</p>							
	LINS23	Residual waste collected per household, in kilos	429.00 (Feb)	480.00		480.00	465.00

Quality of Life
























Status	Ref.	Description	Q42023/24			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	21weeks	50 weeks		50 weeks	32 weeks
	LINS51	Number of leisure centre users - public	1,187,612	710,516		959,715	1,141,586
	LINS72 b	Percentage usage of community facilities	33.1%	50%		50%	29.2%

Community Facilities room hire has been lower due to several factors:

1. Due to the cost-of-living crisis some of the longer term booking are struggling for numbers in a post Covid world. We have seen a number of block booking cancel and not all this business has been replaced to date, as we are only accepting booking being on the correct payment tariff.
2. The rooms at Rushcliffe Arena have lower than anticipated room occupancy in the first half of the year, due to challenges with the hybrid technology and internal room bookings and council meetings taking priority over commercial income.
3. An internal improvement programme is underway within the Community Facilities team to identify new bookings, retain existing bookings, improve the facilities and provide a better customer experience.

The under recovery in room hire income has been offset by the overdemand for pitches particularly at Gresham Sports Park so resources have been redeployed to ensure that we maximise income and meet the demand in this area of the department.

Sustainable Growth

Status	Ref.	Description	Q4 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	95.20%	70.00%		70.00%	76.60%
	LIDEG 03	Percentage of non-major applications dealt with in 8 weeks or agreed period	88.0%	80%		80%	83.7%
	LIDEG 05	Percentage of appeals allowed against total number of Major planning applications determined by the authority	2.3%	10%		10%	0%
	LIDEG 18	Contributions received as a percentage of current developer contributions	56%	No target		No target	42.4%
	LIDEG 19	Value of future developer contributions to infrastructure funding	£22.96m	No target		No target	£34.39m
	LIDEG 32	Supply of ready to develop housing sites	Not due	-	-	No target	166%
	LIDEG 33	Number of new homes built	Not due	-	-	No target	1,150
	LIDEG 34	Area of new employment floorspace built (sq mtrs)	Not due	-	-	No target	1,580
	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	-	-	-	38.7%
	LIDEG 37	Percentage of new homes built against the target within the Local Plan	Not due	-	-	-	51.3%
	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	£1.91m	£1.8m		£1.8m	£1.723m
	LINS24	Number of affordable homes delivered	283	300		300	281








67 affordable housing units completed in Q4.









Land off Shelford Road (Phase 2B), Radcliffe on Trent and Melton Road, Edwalton (Taylor Wimpey) delivered their remaining affordable housing units, so have reached 'practical completion' during Q4.






















283 affordable homes delivered against a target of 300 which is positive given the slowdown in development due to external factors. The target value is only an estimate as it is difficult to predict start on site and completions within any given year.

Note: LINS32 Average number of weeks for all Home Search applicants to be rehoused through Choice Based Lettings – outturn figure adjusted

Performance Indicators - Operational Scorecard

Development and Economic Growth							
Status	Ref.	Description	Q4 2023/24			2023/24	2022/23
			Value	Target	Long Trend	Target	Value
	LIDEG01	Percentage of householder planning applications processed within target times	72.30%	80.00%		80.00%	59.80%
Validation delays were a result of adopted new Local Validation List and being down to 50% of the team for several months. New technician recruited and in post which will help speed up validation thus giving officers more time to assess applications and resolve matters within 8 weeks.							
	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	0.4%	10%		10%	0.6%
	LIDEG17	Percentage of planning enforcement inspections carried out in target time	89.6%	80%		80%	78.05%



























Finance and Corporate Services							
Status	Ref.	Description	Q4 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	97.86%	98.00%		98.00%	98.88%
	LIFCS20	Percentage of Council Tax collected in year	99.10%	99.10%		99.10%	99.20%
	LIFCS21	Percentage of Non-domestic Rates collected in year	98.74%	99.20%		99.20%	99.30%
	LIFCS22a	Average number of days to process a new housing benefit claim	9.23	13		13	10.12



	LIFCS22b	Average number of days to process a change in circumstances to a housing benefit claim	2.66	4		4	2.49
	LIFCS22c	Average number of days to process a new council tax reduction claim	13.68	18		18	13.3
	LIFCS22d	Average number of days to process a change in circumstances to council tax benefit claim	2.02	4		4	2.01
	LIFCS24	Percentage of housing and council tax benefit claims processed right first time	96.00%	96.00%		96.00%	97.00%
	LIFCS50	Number of complaints received by the council at initial stage	48	No target		No target	50
	LIFCS52	Percentage of complaints responded to within target times	92.7%	95.0%		95.0%	98.2%
	LIFCS56	Percentage of visitors satisfied by their website visit	Survey pending	60.0%	-	60.0%	No survey
	LIFCS60	Percentage of users satisfied with the service received from the Rushcliffe Customer Service Centre	100%	95.0%		95.0%	100.0%
	LIFCS61a	Percentage of calls answered in 60 seconds (cumulative)	26%	55%		70%	55%
<p>Performance continues to reflect the trend of service demands and contact channels evolving with often increased length of calls responding to more complex enquiries, some related to the cost of living. Waiting times are kept to a minimum wherever possible with recently recruited staff now more experienced and rotas and working times adjusted to respond to calls as quickly as possible balanced with the needs of digital enquiries continuing to increase.</p>							
	LIFCS64	Percentage of customer face to face enquiries to Rushcliffe Customer Service Centre responded to within 10 minutes	90%	85%		85%	94%
	LIFCS65	Percentage of telephone enquiries to Rushcliffe Customer Service Centre resolved at first point of contact	93%	87%		87%	94%

Removed from Service Plan monitoring:

LIFCS23 Percentage of Revenues Services customers surveyed that were satisfied with the level of service provided

LINS21a Percentage of eligible households taking up the green waste collection service

Neighbourhoods							
Status	Ref.	Description	Q4 2023/24			2023/24	2022/23
			Value	Target	Long Trend	Target	Value
	LINS01	Percentage of streets passing clean streets inspections	96.8%	97.5%		97.5%	98.8%
	LINS02	Percentage of residents satisfied with the cleanliness of streets within the Borough	Not due	-	-	No survey	67%
	LINS05	Percentage of residents satisfied with the cleanliness and appearance of parks and open spaces	Not due	-	-	No survey	71%
	LINS06	Cumulative number of fly tipping cases (against cumulative monthly comparison for last year)	868	775		775	949
Not met the annual target, however there are 81 fewer reported cases that 2022/23. Wise issued 21 FPNs this month for fly tipping offences. there is often a seasonal increase in spring.							
	LINS14	Average NOx level for Air Quality Management Areas in the Borough	25µg/m ³	40µg/m ³		40µg/m ³	29µg/m ³
	LINS25	Number of households living in temporary accommodation	13	20		20	11
	LINS26a	Cumulative number of main housing duty decisions issued*	61	80		80	41
	LINS29a	Number of successful homelessness preventions undertaken	74	72		72	95
	LINS31a	Percentage of applicants within Bands 1 and 2 rehoused within 26 weeks	84.9%	60%		60%	81.5%
	LINS37	Domestic burglaries per 1,000 households	5.50	14.00		14.0	6.61
	LINS38	Robberies per 1,000 population	0.31	0.38		0.38	0.29
	LINS39	Vehicle crimes per 1,000 population	3.17	7.0		7.0	4.84
	LINS73a	Income generated from community buildings	£106.8k	£128.2k		£128.2k	£98,067
See comment for LINS72b							
	LINS73b	Income generated from parks, pitches and open spaces	£277.3k	£217k		£217k	£221.5k

	LINS75	Number of new trees planted and wildflower campaigns	2,183	2,000		2,000	3,142
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*Note – PI description change

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Corporate Overview Group

Tuesday, 4 June 2024

Annual Update on Strategic Tasks

Report of the Director – Finance and Corporate Services

1. Purpose of report

- 1.1. The Council adopted a new Corporate Strategy for 2024-2027 in December 2023. This Strategy contains twelve strategic tasks that the Council is committed to delivering.
- 1.2. Full Council requested that scrutiny oversee the delivery of the Strategy and its action plan over the next four years.
- 1.3. The Corporate Overview Group reviewed the strategic tasks in draft form in November 2023 in the form of the Corporate Strategy Action Plan. The tasks have been developed further and are presented to the Group to enable them to have a better understanding of what the tasks are expected to deliver. This will enable the Group to review progress more effectively against delivery over the next four years in the form of an annual progress report as requested by Corporate Overview Group in February 2023.

2. Recommendation

It is RECOMMENDED that the Corporate Overview Group:

- a) considers the strategic task appraisals included in Appendix A;
- b) requests that an update on progress against the delivery of the strategic tasks be reported back in summer 2025.

3. Reasons for Recommendation

The Council's Corporate Strategy is the key document which sets the direction of travel for the Council, highlighting its key priorities and the strategic tasks it is going to undertake over the next four years to deliver upon these priorities. It is essential that these strategic tasks are understood, and that Councillors are able to review progress to ensure the Council is delivering on its commitments set out in the Corporate Strategy.

4. Supporting Information

- 4.1. The Corporate Strategy 2024-2027 sets out the Council's four priorities for the next four years: The Environment, Quality of Life, Efficient Services and

Sustainable Growth. These priorities are supported by twelve Strategic Tasks which the Council is committed to delivering.

- 4.2. Future reports to this Group will be to update on progress against the delivery of these Strategic Tasks. However, as we are less than six months into delivery of the four-year strategy, the purpose of this report is to provide Councillors with more detail about the tasks and what they are expected to deliver or achieve. This will enable Councillors to better scrutinise performance when a progress report is presented in summer 2025.
- 4.3. Each strategic task is presented in Appendix A with a task appraisal, which outlines what the task is, what the key milestones are and what the expected outputs are.

5. Risks and Uncertainties

There are no risks and uncertainties directly tied to the content of this report. The Council could choose not to review progress towards its strategic tasks but this is not good practice and could result in the Corporate Strategy not being delivered for the benefit of the Borough.

6. Implications

6.1. Financial Implications

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

6.2. Legal Implications

There are no legal implications associated with this report.

6.3. Equalities Implications

There are no equalities implications associated with this report.

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

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

6.5. Biodiversity Net Gain Implications

There are no biodiversity net gain implications directly associated with this report. However, biodiversity net gain is a key element of the Environment theme in the Corporate Strategy 2024-2027 and is prominently reflected in the strategic task 'Implement the Environment Act' commitments.

7. Link to Corporate Priorities

The Environment	The twelve Strategic Tasks each directly support one of these four priorities.
Quality of Life	
Efficient Services	
Sustainable Growth	

8. Recommendations

It is RECOMMENDED that the Corporate Overview Group:

- a) considers the strategic task appraisals included in Appendix A;
- b) requests that an update on progress against the delivery of the strategic tasks be reported back by summer 2025.

For more information contact:	Charlotte Caven-Atack Service Manager – Corporate Services ccaven-atack@rushcliffe.gov.uk 0115 914 8278
Background papers available for Inspection:	
List of appendices:	Appendix A – Strategic Task Appraisals

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Appendix A – Strategic Task Appraisals

<p>Strategic Task:</p>	<p>1. Deliver Rushcliffe’s Climate Change Strategy 2021-2030</p>
<p>Description of the Strategic Task:</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 the Council must work collectively with residents and businesses to make the greatest possible impact for the Borough now, and for future generations.</p> <p>The Climate Change Strategy focuses on three key areas:</p> <ul style="list-style-type: none"> • Council – Reducing the emissions associated with the Council’s buildings and activities. • Conservation – Protecting and increasing green spaces, for residents to enjoy, for wildlife to thrive and to mitigate the effects of climate change. • Community – Supporting residents and businesses to reduce their emissions. <p>There are three key documents which support the broader Climate Change Strategy:</p> <ul style="list-style-type: none"> • Carbon Management Plan – this plan sets out the activity we must deliver to achieve our target of being carbon neutral in our own operations by 2030, covering the following 8 themes: <ol style="list-style-type: none"> 1. Property Assets 2. Fleet and Transport 3. Contracts and Procurement 4. Policy and Regulation 5. Waste and Recycling 6. Operational Activities 7. Community and Businesses 8. Offsetting • Nature Conservation Strategy – this strategy sets out how we will protect and enhance nature conservation in Rushcliffe, helping to mitigate the effects of climate change on wildlife and provide ready access to wildlife rich green spaces.

	<ul style="list-style-type: none"> • Tree Management and Protection Policy – this policy covers the management of Council owned trees and also sets out our approach to tree and hedgerow protection.
Strategic Task Objectives:	Deliver the Council’s target of being carbon neutral in our own operations by 2023.
Senior Responsible Officer:	Dave Banks – Director Neighbourhoods [Darryl Burch – Service Manager Neighbourhoods]
Portfolio Holder:	Councillor R Upton - Portfolio Holder for Planning & Housing
Start Date:	Has commenced.
Completion Date:	Work will continue past the end of this Corporate Strategy up to 2030.
Significant Milestones:	<ul style="list-style-type: none"> • Completion of internal energy audit for key assets to inform future external bids for energy saving technology: March 2024 - Complete • Implementation of HVO fuel in RBC fleet: May 2024 - Complete • Completion of the Cotgrave Leisure Centre refurbishment with energy saving technology: March 2025 • Completion of energy improvement works at Sir Julian Cahn Pavilion: July 2025.
Success Measures:	<ul style="list-style-type: none"> • Carbon Neutral in Council operations by 2030. Report on % achieved each year. • Progress against actions within Carbon Management Plan – Report on % ‘completed’ and ‘in progress’ each year. • Reduction in Co2 emissions from Diesel/fuel consumption - 60% by September 2024 • Percentage of available Rushcliffe Biodiversity Support Grant allocated each year – target 100% • No of Local Wildlife Sites (LWS). Target = No net loss of LWS sites
Control or Influence?	Both – we can control the majority of actions contained within the Climate Change Strategy, but some aspects are restricted to influence as these rely on the Council’s ability to change the behaviour of residents or local businesses.

Link to Corporate Priorities	Environment
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Strategic Task:	2. Implement the Environment Act Commitments
Description of the Strategic Task:	<p>The Environment Act received Royal Assent on 9 November 2021 although many of the key changes required additional legislation. Sufficient detail is now available to allow the Council to start implementing the changes required by the Act.</p> <p>These are wide ranging across all Waste and Fleet services, Community Development and Environmental Health, and include:</p> <ul style="list-style-type: none"> • Weekly kerbside food waste collections. • Kerbside glass collections. • Changes to the items residents can recycle in the blue bin. • Greater consistency on what can be recycled. • An increase in the types of plastics that can be recycled. • A duty to increase Bio-Diversity across the Borough. • Communications campaigns leading to resident behavioural change. • Clean air zones across the Borough. <p>The Council has a statutory duty to comply with national legislation.</p>
Strategic Task Objectives:	<p>Deliver the changes introduced in the Environment Act 2021, including:</p> <ul style="list-style-type: none"> • Reduce the amount of waste sent to landfill. • Increase the amount of waste that is recycled in the Borough. • Reduce the impact on environment. • Improve local air quality and health outcomes.
Senior Responsible Officer:	Dave Banks – Director Neighbourhoods [Darryl Burch – Service Manager Neighbourhoods; Geoff Carpenter – Service Manager Public Protection]
Portfolio Holder:	Councillor R Inglis - Portfolio Holder for Environment & Safety
Start Date:	Commenced
Completion Date:	December 2027

Significant Milestones:	<ul style="list-style-type: none"> • Review Smoke Control Areas: May 2024 - Complete • Kerbside glass collections to commence: April 2026 • Review Smoke Control Areas: October 2026 • Weekly kerbside food waste collections to commence: October 2027
Success Measures:	<ul style="list-style-type: none"> • Increase Bio-Diversity within the Borough by 10% • Percentage of household waste sent for reuse, recycling and composting. • Residual waste collected per household, in kilos. • Annual mean concentration of PM2.5 concentrations of 12 micrograms per metre cubed ($\mu\text{g}/\text{m}^3$) or below by January 2028 • Reduce average population exposure to PM2.5 concentrations by 22% by January 2028 when compared to 2018 baseline data
Control or Influence?	Control
Link to Corporate Priorities	Environment

Strategic Task:	3. Be an active partner in the delivery of the East Midlands Devolution Deal
Description of the Strategic Task:	<p>To be part of an important new organisation which will change the way some strategic decisions are made in the East Midlands. 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>The new East Midlands Combine County Authority (EMCCA) will bring in additional funding for the region that can't otherwise be accessed (such as regional transportation links). It equates to a £1.14billion funding deal (an extra £38m per year to East Midlands) as well as the Adult Education Budget. The deal also involves the devolvement of powers moved from national to region level in exchange for the election of a regional Mayor.</p> <p>The Devolution Deal will see a new legal entity created which covers the geographic areas of Derby City, Derbyshire, Nottingham City and Nottinghamshire.</p> <p>The key areas of work that the Combined Authority will be involved in are Transport and infrastructure, Economic</p>

	<p>growth and inward investment, Skills and Adult Education, Housing and land use and Environment.</p> <p>Rushcliffe is keen that the voice of district level authorities is heard and that they have a part in delivering future ambitions. The Chief Executive and Leader attend the Economic Prosperity Committee (Nottinghamshire) and will attend any events open to all Local Authorities.</p> <p>It is expected that RBC will have a place on some of the combined authority's sub-committees.</p> <p>The EMCCA will link to the work of the Freeport and the Development Corporation and Ratcliffe on Soar Power Station will be a key site.</p> <p>Rushcliffe's strategic housing sites such as Gamston and Fairham may be able to benefit from investment. Also the potential for considering the extension of the tram to East Midlands Parkway.</p> <p>Already Rushcliffe has benefitted from £580k of funding via the Devolution Deal for retrofit of housing in the borough. We are also in the process of procuring a Local Area Energy Plan for Rushcliffe, part of a wider D2N2 project.</p>
Strategic Task Objectives:	<ul style="list-style-type: none"> • Additional funding for the East Midlands region to enable the delivery of cross boundary infrastructure projects, delivery of affordable housing and regeneration across the East Midlands. • Levelling up for the East Midlands and local control over budgets to invest in priorities for the region.
Senior Responsible Officer:	Kath Marriott – Chief Executive [Gemma Dennis – Monitoring Officer]
Portfolio Holder:	Councillor N Clarke – Leader of the Council & Portfolio Holder for Strategic & Borough-wide Leadership
Start Date:	Has commenced
Completion Date:	To be reviewed after 2 years
Significant Milestones:	<ul style="list-style-type: none"> • Signing of the Devolution Deal: 2022 • Election of Mayor: May 2024 • Creation of final Combined Authority: post May 2024
Success Measures	<ul style="list-style-type: none"> • Investment in infrastructure within the Borough which is a direct result of the funding provided as part of this deal from Central Government. • Improvements in infrastructure, transport links, facilities within the Borough

	<ul style="list-style-type: none"> • Regeneration projects undertaken. • Additional housing retrofit projects. • Completion of the Local Area Energy Plans
Control or Influence?	Influence
Link to Corporate Priorities	Quality of Life

Strategic Task:	4. Deliver Rushcliffe's Leisure Strategy 2021-2027
Description of the Strategic Task:	<p>The Council's excellent leisure facilities are one of the central pillars of its Quality-of-Life priority focused on making the Borough an excellent place to live.</p> <p>A number of significant milestones within the Leisure Strategy will be reached over the lifespan of this Corporate Strategy including:</p> <ul style="list-style-type: none"> • Retaining five indoor leisure facilities ensuring they are fit for the future. • Refurbishment of Cotgrave Leisure Centre and Keyworth Leisure Centre • Addressing inequalities in participation, to provide access to sport and recreation for all residents. • Working in partnership with local health services to support 'the inactive' into regular activity • Maintaining the existing local standards for provision of open spaces, children's play areas and allotments • Creating more outdoor wellbeing opportunities including walking and cycling throughout the Borough • Reviewing the Leisure Strategy to ensure it is fit for purpose and meeting the needs of residents.
Strategic Task Objectives:	<ul style="list-style-type: none"> • Deliver quality leisure facilities in support of the Council's Quality of Life priority. • Support Rushcliffe residents to become fitter and more active reducing the burden on the NHS and living longer, more rewarding lives. • Reprocure the leisure contract to ensure continued delivery of money well managed sports and leisure facilities

Senior Responsible Officer:	Dave Banks – Director Neighbourhoods [Darryl Burch – Service Manager Neighbourhoods]
Portfolio Holder:	Councillor J Wheeler - Portfolio Holder for Leisure & Wellbeing, ICT & Member Development
Start Date:	Task has already commenced
Completion Date:	To be completed by December 2027
Significant Milestones:	<ul style="list-style-type: none"> • Complete the refurbishment of Cotgrave Leisure Centre: 31 March 2025 • Complete the refurbishment of Keyworth Leisure Centre: 31 July 2025 • Reprocure the leisure contract: 31 July 2027 • Review, rewrite and adopt a new Leisure Strategy: December 2027 • Review, rewrite and adopt a new Play Strategy: March 2026 • New leisure contractor appointed: 31 July 2027
Success Measures:	<ul style="list-style-type: none"> • 55,000kwh solar power generated at Cotgrave Leisure Centre in year by March 2025 • £25,000 p/a reduction in utility costs at Cotgrave Leisure by March 2026 • 3% increase in usage of Cotgrave and Keyworth Leisure Centres by March 2027 • Improved levels of activity in the Rushcliffe Borough as recorded by the Sport England Active Lives data tables
Control or Influence?	Control
Link to Corporate Priorities	Quality of Life

Strategic Task:	5. Support the redevelopment of the Ratcliffe on Soar site, post decommissioning of the power station.
Description of the Strategic Task:	<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 site is 270 hectares and sits at the gateway of Rushcliffe on the A453. It is also adjacent to East Midlands Parkway.</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> <ul style="list-style-type: none"> • Processing detailed planning application for the site – if/when one comes in. • Role in Development Corporation – RBC sits on the Board, helping shape the vision etc. It is anticipated that the DevCo work will link into the work of the East Midlands Combined County Authority in the future • Role in the Freeport – RBC is a director of the Freeport. • Business rates retention work – the retained business rates from the Freeport will be used for strategic infrastructure to promote growth in the East Midlands.
Strategic Task Objectives:	A redeveloped RoS site which makes a positive contribution to the Borough, through jobs and business rates, and to the region and the UK with pioneering approach to low carbon tech and energy generation.
Senior Responsible Officer:	Kath Marriott – Chief Executive
Portfolio Holder:	Councillor N Clarke - Leader of the Council & Portfolio Holder for Strategic & Borough-wide Leadership
Start Date:	Has commenced
Completion Date:	2034-2040
Significant Milestones:	<ul style="list-style-type: none"> • Local Development Order: July 2023 - Complete • East Midlands Development Company consultation on its wider vision for the future which include this site: December 2023 - Complete • Freeport status confirmed – Complete • RBC Business Rates Relief policy – June 2024 • Decommissioning of the site: September 2024 - September 2030 • First planning application received – outside our control • Development commences on site – outside out control
Success Measures:	<ul style="list-style-type: none"> • Numbers of jobs created onsite.

	<ul style="list-style-type: none"> • Number of planning permissions granted/ percentage of developable area. • Percentage of former power station demolished. • Business Rates income received in line with business plan
Control or Influence?	<p>The Council has no direct control over the redevelopment of the site as we do not own the site. However, the Council has a strong influencing role to play, particularly in the Development Corporation and Freeport.</p> <p>The Council has control with regards to the granting on planning permissions.</p>
Link to Corporate Priorities	Sustainable Growth

Strategic Task:	6. Implement Levelling-up and Regeneration Act Commitments
Description of the Strategic Task:	<p>The Levelling-up and Regeneration Bill received Royal Assent on 26 October 2023 and is now the Levelling-up and Regeneration Act.</p> <p>The Act covers a range of changes spanning planning policy, development management, and enforcement including:</p> <ul style="list-style-type: none"> • Digital transformation – streamlining processes and introducing more electronic solutions. • Enhanced environmental regulations linked to the Environment Act including environmental outcome reports, replacing Sustainability Appraisals and EIA assessments. • Infrastructure levy – potentially replacing CIL and s106 and requirement for Infrastructure Delivery Strategies • Reforming the Local Plan process to introduce Local and Supplementary Plans • Introduction of national policies on greenbelt and heritage protection • Requirement to publish a local Design Code • Introduction of Neighbourhood Priorities Statements • Removal of the requirement to demonstrate a 5-year housing supply. • Increased planning fees • Introduction of commencement notices • Requirement to engage with communities on some developments pre-application. • Introduction of 'street vote' to govern development within a street.

	<ul style="list-style-type: none"> • Extension of the window for enforcement from 4 years to 10 years • Introduction of enforcement warning notices and an extension of stop notices from 28 days to 56 days. • Increased financial penalties for enforcement fines and retrospective planning applications. • 10-year time limit for all enforcement action in England • Powers to vary planning permissions to allow greater flexibility for non-substantial changes. <p>Some of the above will require additional national guidance or legislation before implementation and timelines are not currently known.</p> <p>The Council has a statutory duty to comply with national legislation.</p>
Strategic Task Objectives:	Deliver the changes introduced in the Levelling-up and Regeneration Act 2023.
Senior Responsible Officer:	Leanne Ashmore, Director – Development and Economic Growth [Helen Knott, Service Manager – Planning]
Portfolio Holder:	Councillor R Upton - Portfolio Holder for Planning & Housing
Start Date:	Commenced
Completion Date:	Unknown at present
Significant Milestones:	As the legislation was approved just before the end of 2023, the timescales for implementing various parts of the Act are, as yet, unknown. This area will be updated as this information becomes available.
Success Measures:	<ul style="list-style-type: none"> • Compliance with national legislation and implementation of any changes to the work processes of the Planning Service. • Enhancement of the service by improvements to website and more digitally enhanced infrastructure to support the service, such as GIS facilities on the website for members of the public and other stakeholders to have access to and more clarity and openness of data. • Publication of a Local Design Code (2025) • Implementation of digital improvements – Enterprise, GIS tools, AI, Website Enhancements • Development of Infrastructure Delivery Strategy
Control or Influence?	Control

Link to Corporate Priorities	Sustainable Growth
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Strategic Task:	7. Adopt a revised Greater Nottingham Strategic Plan
Description of the Strategic Task:	<p>The Greater Nottingham Strategic Plan (GNSP) is being developed in partnership with Broxtowe Borough, Nottingham City and Gedling Borough councils and will replace Local Plan Part 1 Rushcliffe Core Strategy. The GNSP will cover the plan period 2023 to 2041.</p> <p>The Plan will look collectively at how Greater Nottingham's longer-term development needs can be met up to 2041. The plan will contain a vision for the area and strategic policies identifying the amount and distribution of development and infrastructure across the four local planning authority areas.</p>
Strategic Task Objectives:	<ul style="list-style-type: none"> • Publication of Final Draft Plan – late September / early October 2024 • Submission of Plan for Public Examination – March 2025 • Examination, including public hearings – April 2025 • Receipt of Inspectors Report – March 2026 • Adopt the Greater Nottingham Strategic Plan by June 2026
Senior Responsible Officer:	Leanne Ashmore, Director – Development and Economic Growth [Helen Knott, Service Manager – Planning]
Portfolio Holder:	Councillor R Upton - Portfolio Holder for Planning & Housing
Start Date:	Commenced
Completion Date:	June 2026
Significant Milestones:	<ul style="list-style-type: none"> • Publication of Final Draft Plan – late September / early October 2024 • Submission of Plan for Public Examination – March 2025 • Examination, including public hearings – April 2025 • Receipt of Inspectors Report – March 2026 • Adopt the Greater Nottingham Strategic Plan by June 2026
Success Measures:	<ul style="list-style-type: none"> • Greater Nottingham Strategic Plan adopted by June 2026

	<ul style="list-style-type: none"> • Implementation of Policies within the Greater Nottingham Strategic Plan • Delivery of housing and employment land against targets
Control or Influence?	Control - the Council is leading on this task (in partnership with other Greater Nottingham authorities). It is within our collective power to create a final draft of the GNSP, but it is for the Planning Inspectorate to approve.
Link to Corporate Priorities	Sustainable Growth

Strategic Task:	8. Develop and Deliver Economic Growth Strategy for the Borough
Description of the Strategic Task:	<p>A thriving local economy benefits residents economically, socially and environmentally. It means access to quality jobs within the Borough and to a diverse range of places to shop, work, socialise and access services.</p> <p>To ensure that the local economy remains thriving, the Council will develop and deliver an Economic Growth Strategy for the Borough.</p> <p>This strategy and supporting action plan will help the Council to identify where to focus efforts and resources to help businesses build resilience, adapt to new opportunities and improve productivity.</p> <p>The strategy will also ensure that the Council has a clear understanding of Rushcliffe's economy not just at a local level, but also how it fits within the regional economy. Showcasing the opportunity that Rushcliffe presents for future investment to support it in playing a pivotal role for the region's economy.</p> <p>The strategy is expected to focus on the priority areas of:</p> <ul style="list-style-type: none"> • Place and Experience • Investment and Infrastructure • Business Support, Growth and Skills <p>The development of the strategy will expand on these priority areas, exploring opportunities and challenges and identifying deliverable actions for each, which will be captured in the supporting action plan.</p>
Strategic Task Objectives:	To promote ambitious and sustainable economic growth, driving regional opportunities to deliver a prosperous and thriving local economy, place to live and visit while retaining the unique local heritage and character of the Borough.

Senior Responsible Officer:	Leanne Ashmore, Director – Development and Economic Growth [Catherine Evans, Service Manager – Economic Growth and Property]
Portfolio Holder:	Councillor Abby Brennan - Deputy Leader & Portfolio Holder for Business & Growth
Start Date:	February 2024
Completion Date:	2028
Significant Milestones:	<ul style="list-style-type: none"> • Consultation on Priorities: March: April 2024 – In progress. • Draft Strategy presented to Strategic Growth Board: June 2024 • Consultation on Draft Document: June 2024 • Draft Strategy to Cabinet: July 2024 • Final Strategy to Cabinet: September 2024 • Development of supporting action plan (with identification of outputs for monitoring), in consultation with Strategic Growth Board: September 2024 • Delivery of action plan: October 2024 onwards
Success Measures:	To be populated following adoption of action plan
Control or Influence?	Control
Link to Corporate Priorities	Sustainable Growth

Strategic Task:	9. Support the delivery of the new employment sites and new homes, including meeting affordable housing targets, at key sites including Fairham, Gamston, RAF Newton and Bingham.
Description of the Strategic Task:	<p>The Local Plan – Part One allocated sites within the Borough to facilitate the required level of development as determined using the government's standard method of housing needs. These sites are at Fairham, Gamston, RAF Newton and Bingham. Some of these sites also allocate land for employment development to ensure there is capacity for existing businesses to grow within the Borough and to attract new businesses to the Borough.</p> <p>It is important that the Council supports the delivery of these strategic sites, despite not being responsible for</p>

	<p>developing them. The allocated sites ensure delivery of new homes in the right location and provides the Council with a pipeline of new homes, putting the Council in a stronger position to safeguard against unwanted development in other areas.</p> <p>The Council's influencing role includes:</p> <ul style="list-style-type: none"> • Facilitating and supporting co-operation between partners on larger development sites ensuring required infrastructure is in place, barriers to development are removed or minimised, and that the needs of local communities are met. • Receiving and making decisions on planning applications submitted by developers for these strategic sites in a timely manner ensuring appropriate resources are in place for specialist subjects which may be required such as design, landscaping, cost consultants, etc • Negotiating and agreeing CIL and s106 contributions to ensure necessary infrastructure is adequately funded. • Ensuring developers are meeting the Council's minimum standards for affordable housing on all strategic sites. • Working with developers to help ensuring development provides a cohesive community and sense of place • Promoting good practice by developers and management companies in discharging their responsibilities in the management of open spaces and infrastructure on new housing developments • Ensuring continued dialogue with key stakeholders of a site continues throughout the planning and building process of a development. • Facilitating discussion between local stakeholders, landowners, agents, developers and businesses to attract investment into the Borough. Supporting the creation of new employment opportunities in the Borough. • Work with other agencies e.g. EMCCA, County Council to promote the Borough as place to do business and showcase the opportunity the area presents for business and investment.
<p>Strategic Task Objectives:</p>	<ul style="list-style-type: none"> • Facilitate the delivery new homes and employment properties on identified strategic sites within the Borough by 2028.

	<ul style="list-style-type: none"> • Ensure that the correct mix of new homes are built to meet the needs of the community including the minimum levels of affordable housing. • Support developers on strategic sites to identify opportunities for businesses wishing to grow within/relocate or enter the Borough, to allow development sites to reflect the needs of businesses. • Ensure the correct infrastructure is secured both on and off site for each development and delivered at the appropriate time to facilitate a new community not just a new development.
Senior Responsible Officer:	Leanne Ashmore, Director – Development and Economic Growth [Helen Knott, Service Manager – Planning]
Portfolio Holder:	Councillor R Upton
Start Date:	Commenced
Completion Date:	December 2028
Significant Milestones:	<ul style="list-style-type: none"> • Conduct regular meetings of Development and Community Boards – Fairham, Newton, Edwalton and Bingham (quarterly meetings). • Commercial developers and land agents’ forum to support the development of employment land – Dec 2024 • Adoption of Gamston SPD • Careful management oversight and monitoring of these developments to ensure development is being built and implemented correctly and triggers of the Section 106 are being met.
Success Measure:	<ul style="list-style-type: none"> • Completion of 13,500 new homes in the Borough over the lifetime of Local Plan up to 2028 • Delivery of 67,900 sqm office space and a minimum supply of 20 ha new industrial and warehouse employment (gross)
Control or Influence?	Influence
Link to Corporate Priorities	Sustainable Growth
Strategic Task:	10. Deliver good value for money in Council operations for residents
Description of the Strategic Task:	A combination of Government funding reductions and uncertainty over future funding, the impact of Covid and

	<p>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>In each year of this Corporate Strategy, the Council will:</p> <ul style="list-style-type: none"> • Deliver a balanced budget and accompanying Transformation and Efficiency strategy also dovetailing as the Council's Productivity Plan. • Adequately resource the Council's Capital Programme commitments, which must be affordable, sustainable and prudent • Receive a positive value for money conclusion from the Council's external auditor. • Apply for external funding for specific projects wherever possible to supplement the budget. • Ensure Internal Audit ratings on 'Internal Control' are either Moderate or Substantial.
Strategic Task Objectives:	<ul style="list-style-type: none"> • Be financially self-sufficient despite increasing financial pressures across the sector, with a balanced budget limiting the use of reserves to balance the revenue budget. • Deliver high levels of performance across all its services and strategic objectives. • Reduce waste and increase productivity across the full range of Council services
Senior Responsible Officer:	Peter Linfield, Director – Finance and Corporate Services [Sarah Whittaker, Service Manager – Finance]
Portfolio Holder:	Councillor D Viridi - Portfolio Holder for Finance, Transformation and Governance
Start Date:	1 April 2024 and every year thereafter
Completion Date:	31 March 2028
Significant Milestones:	<ul style="list-style-type: none"> • Statement of accounts to be produced: 31 May. • Audit to be complete: 30 September. • Budget set: 11 March • Productivity Plan draft proposals: mid-November
Success Measures:	<ul style="list-style-type: none"> • Deliver a balanced budget by 31 March each year. • Ensure the quarterly monitoring remains within budget. • Council Tax increases are set to maximise referendum limits, currently £5 or 3% whichever is the higher with

	<p>the Council remaining in the lowest quartile for a Band D property.</p> <ul style="list-style-type: none"> • Maintain Internal Audit positive opinions. • Receive an unqualified opinion from External Audit on the accounts and VFM. • Maintain collection rates for Council Tax and NNDR above 99% • Revenue expenditure within budget • Capital programme on target. • Favourable investment income rates against SONIA • Return on commercial investments above long-term investments in the bank. • Transformation and Efficiency Plan on target and the Council retains an in-year healthy budget position (ie budget efficiency position).
Control or Influence?	Control
Link to Corporate Priorities	Efficient Services

Strategic Task:	11. Participate in an LGA Corporate Peer Challenge and implement recommendations
Description of the Strategic Task:	<p>To ensure the Council continues to operate effectively and deliver great quality services for residents, it is inviting external review and will look to implement recommendations.</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, it periodically invites the Local Government Association (LGA) to conduct a Peer Review. This review will identify what the Council is doing well, but most importantly what it could be doing better.</p> <p>The LGA Peer Review team visited Rushcliffe in January 2024. After this, the Council received a report with a number of recommendations of ways that it could improve. These recommendations form the basis of the action plan which the Council will commit to delivering.</p>
Strategic Task Objectives:	<ul style="list-style-type: none"> • Maintain position as well-respected local authority within the sector.

	<ul style="list-style-type: none"> Identify opportunities for improvement to ensure the Council continues to deliver the best quality services for residents.
Senior Responsible Officer:	Kath Marriott – Chief Executive
Portfolio Holder:	Councillor N Clarke - Leader of the Council & Portfolio Holder for Strategic & Borough-wide Leadership
Start Date:	January 2024
Completion Date:	January 2025
Significant Milestones:	<ul style="list-style-type: none"> On-site Peer Challenge: January 2024 – Complete CPC report and RBC action plan published: April 2024 – Complete CPC follow up visit: October 2024 CPC follow up report published: January 2025
Success Measures:	<ul style="list-style-type: none"> Peer Challenge report published. Action Plan delivered.
Control or Influence?	Control
Link to Corporate Priorities	Efficient Services

Strategic Task:	12. Conduct a review of the Council’s asset base
Description of the Strategic Task:	<p>This review will ensure that the Council has a comprehensive and up to date understanding of the value and performance of all assets, to ensure they are working for the benefit of the Borough, both operationally and financially.</p> <p>These reviews will allow the Council to continue to make informed decisions about the future of its assets, linking to effective and efficient service delivery as well as transformation savings and planning for future investment.</p> <p>The Council’s assets fall into one of eight categories (Balance Sheet values at 31/03/23 in parentheses):</p> <ul style="list-style-type: none"> Community (e.g. allotments - £0.3m) Intangible (e.g. software licences - £0.1m) Infrastructure (e.g. footpaths - £2.3m) Investment land and properties (£31m) Vehicle, plant and equipment (VPE) (£4.16m) Assets under construction (£0.04m)

- Operational land and buildings (£71m)
- Heritage assets (e.g. war memorial - £0.11m)

Due to materiality, the following will not be within scope:

Intangible assets and Heritage assets, Community Assets and Assets Under Construction.

VPE is not included in the core scope of this review but is subject to an ongoing review and replacement programme. VPE will need to be continually reviewed in coming years in light of both carbon reduction ambitions and available and affordable technology, but also forthcoming legislative changes as a result of the Environment.

Investment land and property is already considered by Governance Scrutiny Group every 2 years; therefore the review of this set of assets will form part of the next review due in Dec 2025.

Whilst we have much information about the capital value of assets the purpose of this review will be to consider not just the capital value, but also the following factors:

- How well is the asset serving its intended purpose?
That might be in delivering a particular Council service, or that might be to deliver a financial return for the Council to be reinvested in service delivery.
- What is the condition of the asset and what is the current and future cost of retaining the asset? It is important to consider the costs associated with retaining assets and whether these are proportionate to the value the assets deliver (both financial and operational).
- How is the asset contributing (either positively or negatively) to our commitment to be carbon neutral in our own operations?
- Are there any barriers to considering alternative options for the future of the asset?
- Are there opportunities or risks associated with this asset that have not yet been considered, ultimately is the asset providing good value for money for the tax payer?


Once assets have been reviewed, decisions can be taken about their future. Options may include:

- Retain as is - Assets that will continue to be used in the same way as they are currently.
- Retain but needs new strategy - Where assets are to be retained but different management arrangements

	<p>would improve income/ reduce running costs/ improve service delivery.</p> <ul style="list-style-type: none"> • Disposal or alternative funding – Assets to be sold to generate capital receipt, in consideration against the MTFS and the alternative of borrowing or leasing (in the case of vehicles) • Review further – Where there is not enough information to take an informed decision at this stage, or where there are external factors which must be resolved before a conclusion can be reached. <p>Process:</p> <p>The review will be conducted over the life of this Corporate Strategy with each category of asset being considered in sequence. Each category will require its own assessment methodology, which will be determined in line with both CIPFA and RICS best practice.</p> <p>It is expected that a minimum level of assessment will be conducted on all assets in scope (considering materiality i.e. relative value) and on a risk basis more detailed reviews of particular assets.</p> <p>Given the scope set out above the following categories will be assessed:</p> <ul style="list-style-type: none"> • Operational land and buildings (a stratified approach covering different groups of assets eg Car Parks, Leisure Centres, Community Halls) • Investment land and properties (as part of the next Governance Group Review) <p>As decision points arise (and categories of asset review are completed) then there will be reports to Scrutiny and separate reports to Cabinet dependent on scrutiny findings or recommendations. There may be other discrete reviews (e.g. Community Halls) which will support this project. There will be an overriding report to Cabinet and Corporate Overview Group on completion of the work.</p>
<p>Strategic Task Objectives:</p>	<ul style="list-style-type: none"> • Ensure assets are performing and serving their intended purpose. • Demonstrate value for money through the Council's property portfolio where cost justifies the benefits. • Demonstrate good asset management. • Identify opportunities to dispose of assets to generate capital receipts. • Support the Council's commitment to operational net-zero by 2030.

Senior Responsible Officer:	Peter Linfield – Director Finance and Corporate Services (S151)
Portfolio Holder:	Councillor D Viridi - Portfolio Holder for Finance, Transformation and Governance
Start Date:	2024
Completion Date:	2027
Significant Milestones:	<ul style="list-style-type: none"> • Property Asset Review to Governance Scrutiny Group (to inform review of investment land and properties): February 2024 – Complete • Heat Decarbonisation Plans prepared for key RBC operational assets (to inform review of operational land and properties): Jan 2024 – Complete • Review of operational land and buildings: June 2024 to June 2025 • Review of investment land and properties: February 2026
Success Measures:	<ul style="list-style-type: none"> • Review of asset classes within scope – % completed. • Delivery of action plan for change in asset use or disposal of assets dependent upon findings
Control or Influence?	Control
Link to Corporate Priorities	Efficient Services

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 <p>Rushcliffe Borough Council</p>	<p>Corporate Overview Group</p> <p>Tuesday, 4 June 2024</p> <p>Work Programme</p>
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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 and Efficiency Programme/Productivity 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 Requests put forward by Councillors and Officers. Those items that are agreed for scrutiny are included on a future work programme for one of the four Scrutiny Groups.

1.3. Work programmes for each of the groups were reviewed in February 2024 to ensure they reflected the current priorities of the Council.

2. Recommendation

It is RECOMMENDED that the Corporate Overview Group:

- a) review the current work programme for each of the scrutiny groups.

3. Reasons for Recommendation

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

For more information contact:	Pete Linfield Director of Finance and Corporate Services 0115 914 8349 plinfield@rushcliffe.gov.uk
Background papers Available for Inspection:	None.
List of appendices (if any):	None.

Work Programme 2024/25 – Corporate Overview Group

4 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 ○ Annual Update on Strategic Tasks
3 September 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"> ○ Health and Safety Annual Report ○ Update on Management of Open Spaces
19 November 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"> ○ Customer Feedback Annual Report
25 February 2025	<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"> ○

Work Programme 2024/25 – Governance Scrutiny Group

30 May 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
19 September 2024	<ul style="list-style-type: none"> • Risk Management Update • Going Concern • Capital and Investment Strategy Update • Internal Audit Progress Report
28 November 2024	<ul style="list-style-type: none"> • Internal Audit Progress Report • Annual Audit Completion Report 2023/24 • Statement of Accounts • Capital and Investment Strategy Update • RIPA Review
20 February 2025	<ul style="list-style-type: none"> • Internal Audit Progress Report • Internal Audit Strategy • Risk Management – Update • Capital and Investment Strategy Update • External Annual Audit Plan • Asset Management Plan • Annual Audit Letter and Value for Money Conclusion • Capital and Investment Strategy 2024/25

Work Programme 2024/25 – Growth and Development Scrutiny Group

	Items / Reports
17 July 2024	<ul style="list-style-type: none"> • Review of the Crematorium • Infrastructure Delivery
23 October 2024	<ul style="list-style-type: none"> • Moved to 17 October 2024
29 January 2025	<ul style="list-style-type: none"> •
26 March 2025	<ul style="list-style-type: none"> •

Work Programme 2024/25 – Communities Scrutiny Group

	Items / Reports
25 July 2024	<ul style="list-style-type: none"> • Use of Community Facilities
17 October 2024	<ul style="list-style-type: none"> • Accessible Housing Briefing (Joint Scrutiny Group)
23 January 2025	<ul style="list-style-type: none"> •
3 April 2025	<ul style="list-style-type: none"> •

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