

# Public Document Pack

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**Our reference:**  
**Your reference:**  
**Date:** Friday, 23 August 2024

To all Members of the Corporate Overview Group

Dear Councillor

A Meeting of the Corporate Overview Group will be held on Tuesday, 3 September 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 4 June 2024 (Pages 1 - 14)
4. Health and Safety Annual Report (Pages 15 - 28)  
Report of the Director - Neighbourhoods
5. Business Continuity Strategy (Pages 29 - 46)  
Report of the Director - Finance and Corporate Services
6. Financial and Performance Management (Pages 47 - 86)  
Report of the Director - Finance and Corporate Services



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7. Feedback from Scrutiny Group Chairmen
8. Feedback from Lead Officers
9. Consideration of Scrutiny Group Work Programmes (Pages 87 - 102)  
  
Report of the Director - Finance and Corporate Services
10. Update on Management of Open Spaces  
  
Verbal Update

### Membership

Chair: Councillor T Combellack

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

<b>Meeting Room Guidance</b>
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<b>Recording at Meetings</b>
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The Openness of Local Government Bodies Regulations 2014 allows filming and recording by anyone attending a meeting. This is not within the Council's control.

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## **MINUTES OF THE MEETING OF THE CORPORATE OVERVIEW GROUP TUESDAY, 4 JUNE 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 Matthews, L Plant, D Polenta,  
L Way and G Williams

### **OFFICERS IN ATTENDANCE:**

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

#### **1 Apologies for Absence**

There were no apologies for absence.

#### **2 Declarations of Interest**

There were no declarations of interest.

#### **3 Minutes of the meeting held on 20 February 2024**

The minutes of the meeting held on 20 February 2024 were agreed as a true record and were signed by the Chairman.

The Chairman noted that responses to the actions from the meeting on 20 February 2024 had been responded to in the actions table.

#### **4 Financial and Performance Management**

The Senior Finance Business Partner presented the Q4 position for the Council's financial and performance monitoring for 2023/24. She confirmed that the Council had published its Final Accounts on 31 May in line with statutory deadlines.

The Senior Finance Business Partner said that the revenue budget had an overall underspend of £1.663m and that the capital programme had an underspend of £5.710m. She said that the revenue efficiency would be mainly allocated towards risks for 2024/25 and that capital underspend would be carried forward for completion of existing projects

The Senior Finance Business Partner referred to Table 1 of the report which

provided an overview of the revenue outturn position and showed that £1.958m had been transferred to reserves. She said that the main risks for 2023/24 related to inflation and the staff pay award being higher than anticipated, although the Council had been able to absorb it.

The Senior Finance Business Partner said that the Council had a £0.315m underspend on net service expenditure and had received additional grants and business rates income which contributed towards the net increase of £1.663m.

The Senior Finance Business Partner referred to the capital value of treasury investments which showed an increase in value of £0.272m which though still a loss, was expected to increase. She said that the Council had been prudent in creating a reserve to cover this should it be required to.

In relation to Business Rates and Council Tax, the Senior Finance Business Partner said that the Council had ensured that applicable Business Rates reliefs were applied and that the Council had administered flood relief and grants to affected properties. She said that the Council had undertaken a review of Council Tax single person discounts which had generated additional Council tax revenue.

The Senior Finance Business Partner referred to paragraph 4.11 of the report which provided information about UKSPF and Rural England Prosperity Funding. She referred to the Council bringing Streetwise inhouse which although having some initial challenges, including in relation to costs regarding vehicle leasing which were now being managed through the vehicle replacement programme, the Council hoped to deliver the transformational savings over the long term.

In relation to Rushcliffe Oaks Crematorium, the Senior Finance Business Partner said that whilst income had been down at the beginning of the year it was encouraging that it had reported a net surplus overall and that positive feedback had been received from industry colleagues and people who had attended services there.

In relation to Carbon Reduction, the Senior Finance Business Partner said that the Council had committed to achieving carbon neutral status by 2030 and as such some underspend monies would be allocated towards carbon offsetting and land acquisition potential.

The Senior Finance Business Partner informed the Group that reserves had increased to £20.947m and that the general fund balance was £2.604m.

In relation to the capital programme, the Senior Finance Business Partner said that there was an underspend of £5.710m, the majority of which was recommended to be carried forward.

The Senior Finance Business Partner said that underspend mostly related to Rushcliffe Oaks Crematorium and Bingham Leisure Centre, both of which were now going through final accounts. She said that there was also underspend for registered housing providers and retrofit grants, with both recommended to be carried forward.

The Senior Finance Business Partner referred to Appendix D which detailed the special expenses budget which showed an £8k overspend.

Overall, the Senior Finance Business Partner noted that the Council had not had to draw on reserves nor borrow but was aware that there was much risk going forward.

Members of the Group referred to the Council awaiting the outcome of a review by the Valuation Office Agency as to whether it could claim for the full rent increase charged by a supported housing provider in the Borough and asked for more information on the process, whether there was any requirement for the Council to be consulted on the rent increase and whether the Council had to cover all or a percentage of the rent. The Senior Finance Business Partner said that she would report back to the Group.

The Vice Chair of Communities referred to the Disabled Facilities Grant and the Cabinet decision in July 2022 to suspend the discretionary part of that pending a national review of the formula and asked whether that review had taken place. The Senior Finance Business Partner said that she would report back to the Group.

The Communications and Customer Services Manager presented the Q4 Performance Scorecards, as found at Appendix G.

The Communications and Customer Services Manager referred to the value of savings achieved for the Transformation Strategy, noting that Rushcliffe Oaks had gone through a settling in period along and been impacted by a national trend of reduced cremations and that Streetwise had been impacted by a fleet review and purchase of their own vehicles.

The Communications and Customer Services Manager referred to household waste and noted that recycling and composting waste was below target which was in line with a national downward trend and said that tonnage collection from blue bins was slightly down on previous years. He said that garden waste was impacted by weather conditions and was currently higher for this quarter. He said the Council was reviewing a refreshed communications and engagement campaign, particularly in light of the Environment Bill.

The Communications and Customer Services Manager said that use of community facilities and income from bookings was lower, in part due to ongoing impacts from increased costs of living and with room bookings at the Arena being impacted by hybrid technology issues and the Council's internal meetings programme. He noted that the Council had implemented an internal improvement programme and that the Communities Scrutiny Group would be reviewing the use of community facilities at its next meeting.

In relation to Affordable Homes, the Communications and Customer Services Manager said that 283 of a target 300 had been delivered which was positive given the slow-down in delivery of housing developments.

In relation to the percentage of planning applications processed, the

Communications and Customer Services Manager said that validation delays were due to a new validation list and the team not being at full capacity and noted that a new technician was now in post which was expected to speed up validations and subsequent application completion rates.

The Communications and Customer Services Manager referred to the Customer Services call answering target performance being impacted by more complex and lengthier calls, particularly in relation to complex cost of living and Council Tax related enquiries.

The Communications and Customer Services Manager noted that reports of fly tipping were lower but that the Council was in a positive position in relation to neighbouring local councils.

The Chair of Governance asked whether the reduction in blue bin waste was impacted by companies reducing their packaging. The Communications and Customer Services Manager said that it reflected a national trend and the increasing importance of reducing waste and packaging, which would also be impacted by the Environment Bill and as such the Council would look at how to best communicate information with residents.

The Chair of Communities asked about grey bin wastage in case the reduction in recycling wastage was due to it being put in grey bins. The Communications and Customer Services Manager confirmed that grey bin wastage had decreased also and said that he could provide information about analysis of grey bin wastage.

Members of the Group referred to fly tipping and asked whether the reduction in reports reflected a reduction in incidents and the Communications and Customer Services Manager said that there were fewer cases than last year and that he would provide more information for the Group. He said that Wise continued to work for the Council and issue fixed penalty notices.

Members of the Group referred to the reduction in use of community facilities and the Communications and Customer Services Manager said that the Council was looking at reasons for this, including identifying any barriers, such as financial or a change in needs from meeting less frequently or using spaces differently. He said that some groups had not been able to restart post covid or had changed how they met and that the Council would look at what groups wanted from facilities in the present day and what could be done to encourage usage.

The Chairman said that community spaces in parishes were often well used and questioned how this reflected on use of larger venues. The Communications and Customer Services Manager said that Council facilities in West Bridgford may be impacted by their proximity to the City and a different resident demographic.

The Chair of Communities asked whether it would be possible to separate between community facility bookings and sports facility bookings and the Communications and Customer Services Manager said that future reporting could separate between them.

It was RESOLVED that the Corporate Overview Group considers:

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

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

The Service Manager for Economic Growth and Property presented the Equality, Diversity and Inclusion Scheme update and Diversity Annual Report 2023 to 2024 to the Group.

The Service Manager for Economic Growth and Property confirmed that the report was brought to the Group annually and explained that the residents' data remained the same as last year as it was based on Census 2021 information. She noted that there was some consistency between the profile of Rushcliffe residents, Councillors and Council employees.

In relation to Gender Pay Gap reporting, the Service Manager for Economic Growth and Property explained that legislation required organisations with over 250 employees to publish this information every year and information contained in the report was up to the end of March 2023, with information up to March 2024 due to be published in July this year. She noted that there had been an increase in the percentage of women receiving higher pay than men.

In relation to applicants for jobs, the Service Manager for Economic Growth and Property said that the Council had received around 300 more applicants than last year, in some part due to a few roles receiving a high number of applications. She noted that that the majority of people applying for roles were aged 25-34 which was different to the average workforce age of 45-64, which was positive for future organisational resilience.

In relation to the Equality, Diversity and Inclusion Scheme (ED&I) Action Plan, the Service Manager for Economic Growth and Property explained that the scheme was adopted in May 2021 with four high level objectives; to make Rushcliffe a welcoming place for everyone, for its services to be easy to access for all, to treat people fairly and to meet individual needs, and to make Rushcliffe a place where everyone could achieve their potential.

The Service Manager for Economic Growth and Property said that the Council had established an Equality, Diversity and Inclusion Scheme Steering Group which met quarterly and involved Officers from across the Council so that different service areas from across the Council contributed to the Action Plan activity.

The Service Manager for Economic Growth and Property explained that a review of the Equality Impact Assessment process had been carried out with the outcome that the process be split into two parts, implementing an initial assessment of key questions to identify whether a more in-depth review was required. She said that any assessments completed would go to the Equality, Diversity and Inclusion Scheme Steering Group for review. She said that the Council also received support from East Midlands Council.

The Service Manager for Economic Growth and Property said that a review of Equality and Diversity staff training had been carried out, which had led to additional aspects being included in the online training programme. She said that the Council was looking at providing British Sign Language training and Neurodiversity training, initially for frontline and line manager staff respectively.

The Service Manager for Economic Growth and Property said that the Council had implemented a new Supporting our Employees policy, including providing guidance on a range of matters, including domestic abuse and menopause. She said that the Council was also working with Nottinghamshire Carers Association to achieve a Carer Friendly Employer Quality award which had included offering training for staff to become carer champions and providing assistance for any staff who acted as carers. She said that the Council had also delivered Dementia Friends and Carer Awareness Training to staff, which was also available to local business, the public and community and volunteer groups.

In relation to externally focussed activity, the Service Manager for Economic Growth and Property said that Cotgrave Leisure Centre now had a Changing Places toilet. She said that the Council had recently held a Youth Summit where pupils had been asked to talk about issues that were important to them to identify key areas for the Youth Forum to take forward.

The Service Manager for Economic Growth and Property referred to UK Shared Prosperity Funding (UKSPF) and noted that some funding had been used to support particular groups of the local community, such as the Moon Festival celebration event for Hong Kong residents and a lunar New Year event. She referred to the Green Doctor scheme delivered by Groundwork which helped residents identify ways of improving energy efficiency and reducing bills and the Transform Your Future programme delivered by Nottinghamshire Futures to support local residents not in work, education or training. She said that funding of up to £1,000 was available for residents to access training to up and re skill.

The Service Manager for Economic Growth and Property said that the Council was working with the dementia friendly community, partners and community and voluntary organisations to improve the support available to people living with dementia and their carers.



In relation to the Council's plans for the coming year, the Service Manager for Economic Growth and Property highlighted that the Council was adopting a new play strategy and was working with consultants to ensure that play equipment was inclusive and accessible, including creating safe spaces for women and girls. She said that improvements were planned for West Bridgford Park play area.

The Chairman asked whether there was any information on the number of people in the Borough with sight or hearing problems and suggested lobbying Notts TV to have someone to sign their programmes. The Service Manager for Economic Growth and Property said that she would check whether this data was available.

The Vice Chair of Communities Scrutiny Group said that the Borough was becoming more diverse with 11% of residents from ethnic groups and thought it important to ensure that those groups were communicated with and had the ability to contribute to making Rushcliffe a better place to live. The Service Manager for Economic Growth and Property explained that the aim of the Rushcliffe Community Cohesion Network had been to fulfil that need but that it hadn't attracted local residents as hoped and so the Council was looking at different ways of engaging with different groups in the local community.

The Vice Chair of Communities Scrutiny Group asked how outcomes from actions were monitored and the Service Manager for Economic Growth said that the Council carried out a resident's survey to gain feedback and engaged with local networks and groups to have conversations and hear feedback. She said that the Lunar New Year celebrations had attracted over 2000 people which demonstrated that there was local interest. The Communications and Customer Services Manager said that the Council would also be looking at increasing focus on engagement in its revised communications strategy.

The Chairman referred to making non-English speaking residents aware that they could translate Council information and communicate in their native language. The Communications and Customer Services Manager said that there were various ways in which information on the Council's website could be translated.

The Vice Chair of Governance Scrutiny Group referred to the Youth Summit and asked whether it would be possible to expand it into primary schools. The Service Manager for Economic Growth said that the aim of the event was to identify key issues for the Youth Forum to take forward and that the Council was setting up focus groups to talk to young people about play spaces. She said that the Council may struggle to engage primary schools and it may not fit with their curriculum but that engagement did take place through partners going in to talk about skills for the future.

The Chair of Communities Scrutiny Group asked whether British Sign Language (BSL) training would be held for the Council's partners, such as Lex Leisure and whether training would be offered in other signing languages. The Service Manager for Economic Growth said that the current intention was to train the Council's Customer Services staff and that BSL had been chosen as it

was the standard sign language but that the Council would review whether this was one that most suited residents' needs.

The Chair of Communities Scrutiny Group said that the Moon Celebration event in Bingham had had excellent attendance and asked about events to integrate new communities with the existing community. The Service Manager for Economic Growth said that another Moon Celebration event was planned for early 2025 using UKSPF funding and that the Council could contact Bingham Town Council about how to best promote the events programme to all areas of the community and could look at any best practice from other areas.

The Chair of Communities Scrutiny Group asked whether making play areas inclusive could be integrated into planning policy for new development play areas. The Service Manager for Economic Growth and Property said that an intention of the Play Strategy was to inform the Communities Team's responses to planning applications to set the standards for what it expected. She said that the Strategy would also help inform parish councils who wanted to improve their play areas.

The Chair of Governance referred to gender pay gap reporting and thought that the figures did not necessarily reflect whether men and women were getting paid the same amount for the same job and the Service Manager for Economic Growth and Property said that the Council was required to report these statistics but did also monitor pay levels across the organisation across similar posts.

The Chair of Governance noted that the number of employees not wanting to give their nationality had increased and even though related to Streetwise staff transferring to the Council it seemed a high number. The Service Manager for Economic Growth and Property said that she would check with HR to see if they had any more information.

The Vice Chair of Governance Scrutiny Group noted that the Council did not currently ask Councillors to declare their ethnicity and thought that as the Councillor group was becoming more diverse and wanted to attract more diversity, suggested that the Council consider asking for this information at the next Councillor intake after the next election.

The Vice Chair of Governance Scrutiny Group asked how UKSPF funding projects were communicated to the community and how take up was recorded. The Service Manager for Economic Growth and Property said that data and targets were recorded against all projects and that this had to be fed back to Government as part of the funding agreement. She referred to the English for Speakers for other Languages and said that courses had been oversubscribed and so further courses were being put on. She said that she could report back to the Group with information about the projects and could include project outcome information in next year's report, by which time UKSPF funding would have finished.

The Vice Chair of Governance asked whether the Council provided training on transexual awareness and LGBT safe spaces and the Service Manager for Economic Growth and Property said that the Council would look at this.

It was RESOLVED that the Corporate Overview Group:

- a) considered and endorse the information provided for the diversity annual report
- b) reviewed 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.

## **6 Annual Update on Strategic Tasks**

The Service Manager for Corporate Service presented the Annual Update on Strategic Tasks and explained that this was the first time that this report had been presented to the Group and that it sought to provide clarity about what each of the tasks was intending to achieve.

The Service Manager for Corporate Services said that when she brought a progress update report later in the year this report could be used as a comparator.

The Chairman said that it was interesting to see progress and was glad that work had commenced for all.

The Chair of Governance referred to the recent Peer Review commenting on the number of strategies that the Council had. The Service Manager for Corporate Services confirmed that the number of tasks was decided by Councillors and that it would be for them to decide if they wished to change how many there were.

Councillor Plant referred to the task pertaining to the Infrastructure Levy replacing CIL and the Service Manager for Corporate Services explained that this formed part of the Levelling Up Bill which was awaiting secondary legislation.

It was RESOLVED that the Corporate Overview Group:

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

## **7 Feedback from Scrutiny Group Chairmen**

The Chair of Growth and Development Scrutiny Group reported that the last meeting had received two items, on Sewerage Infrastructure and Discharge within Rushcliffe and on Connectivity and Communications. In relation to Connectivity and Communications he said that the Lead Officer for the County Council had attended to provide detail and reassurance about work taking place to ensure that residents did not get left without any form of communication. In relation to Sewerage Infrastructure and Discharge he said that Severn Trent had been invited to attend but had not been able to due to

the number of areas that they covered but they had been invited to attend a future meeting. The Environment Agency had attended and had provided an update on flood mitigation works within the Borough, including measures to ensure that new developments didn't contribute to flooding in other areas. He noted that they acted as oversight body for Severn Trent and so could provide a means of contact if necessitated.

As the Vice Chair of Governance had chaired the last meeting, she provided the update to the Group and reported that the Group had considered the Q4 Internal and External Audits. In relation to the Internal Audit, she said that the Group had discussed decarbonisation and fleet management due to it contributing 25% of carbon emissions and that Group had noted that substantial progress has been made, including the transition to using Hydrogenated Vegetable Oil. In relation to the External Audit, she reported that the Group had discussed the increase in Agency audit fees and had noted that the Council did not have authority to choose its auditors or negotiate their fees.

The Chair of Governance added that he had received confirmation that the Council's Statement of Accounts had been completed and would be reviewed at the next meeting.

The Chair of Communities Scrutiny Group reported that the last meeting had received two reports. The first report provided an update on the Carbon Management Plan which had included an update in relation to the Council achieving its net zero targets and its Scope 3 emissions. The second report provided an update on Streetwise including information on their transition coming back inhouse to the Council. He noted that holding a meeting in close proximity to a Full Council meeting created time pressure for preparation and review of information in reports and asked that this be considered as part of the timetabling of meetings.

## 8 Work Programme

The Chairman noted that an update on the Management of Open Spaces was scheduled to report to the Corporate Overview Group in September and said that she hoped that an outcome of that would be the establishment of a Working Group.

The Chair noted that the Communities Scrutiny Group and the Growth and Development Scrutiny Group were scheduled to have a joint meeting to review Accessible Housing on 17 October 2024.

It is RESOLVED that the Corporate Overview Group:

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

### Work Programme 2024/25 – Corporate Overview Group

4 June 2024	<ul style="list-style-type: none"><li>• Standing Items<ul style="list-style-type: none"><li>○ Feedback from Scrutiny Group Chairmen</li><li>○ Feedback from Lead Officer</li></ul></li></ul>
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	<ul style="list-style-type: none"> <li>○ Consideration of Scrutiny Group Work Programmes</li> <li>○ Financial and Performance Management</li> <li>● Rolling Items <ul style="list-style-type: none"> <li>○ Diversity Annual Report and update on the Equality and Diversity Strategy</li> <li>○ Annual Update on Strategic Tasks</li> </ul> </li> </ul>
3 September 2024	<ul style="list-style-type: none"> <li>● Standing Items <ul style="list-style-type: none"> <li>○ Feedback from Scrutiny Group Chairmen</li> <li>○ Feedback from Lead Officer</li> <li>○ Consideration of Scrutiny Group Work Programmes</li> <li>○ Financial and Performance Management</li> </ul> </li> <li>● Rolling Items <ul style="list-style-type: none"> <li>○ Health and Safety Annual Report</li> <li>○ Business Continuity Report</li> <li>○ Update on Management of Open Spaces</li> </ul> </li> </ul>
19 November 2024	<ul style="list-style-type: none"> <li>● Standing Items <ul style="list-style-type: none"> <li>○ Feedback from Scrutiny Group Chairmen</li> <li>○ Feedback from Lead Officer</li> <li>○ Consideration of Scrutiny Group Work Programmes</li> <li>○ Financial and Performance Management</li> </ul> </li> <li>● Rolling Items <ul style="list-style-type: none"> <li>○ Customer Feedback Annual Report</li> </ul> </li> </ul>
25 February 2025	<ul style="list-style-type: none"> <li>● Standing Items <ul style="list-style-type: none"> <li>○ Feedback from Scrutiny Group Chairmen</li> <li>○ Feedback from Lead Officer</li> <li>○ Consideration of Scrutiny Group Work Programmes</li> <li>○ Financial and Performance Management</li> </ul> </li> <li>● Rolling Items <ul style="list-style-type: none"> <li>○</li> </ul> </li> </ul>

### **Work Programme 2024/25 – Governance Scrutiny Group**

30 May 2024	<ul style="list-style-type: none"> <li>● Internal Audit Progress Report</li> <li>● Internal Audit Annual Report</li> <li>● Annual Fraud Report</li> <li>● Annual Governance Statement (AGS)</li> <li>● Capital and Investment Strategy Outturn</li> <li>● Constitution Update</li> <li>● Code of Conduct</li> </ul>
19 September 2024	<ul style="list-style-type: none"> <li>● Risk Management Update</li> <li>● Going Concern</li> <li>● Capital and Investment Strategy Update</li> <li>● Internal Audit Progress Report</li> </ul>
28 November 2024	<ul style="list-style-type: none"> <li>● Internal Audit Progress Report</li> <li>● Annual Audit Completion Report 2023/24</li> <li>● Statement of Accounts</li> <li>● Capital and Investment Strategy Update</li> </ul>

	<ul style="list-style-type: none"> <li>• RIPA Review</li> </ul>
20 February 2025	<ul style="list-style-type: none"> <li>• Internal Audit Progress Report</li> <li>• Internal Audit Strategy</li> <li>• Risk Management – Update</li> <li>• Capital and Investment Strategy Update</li> <li>• External Annual Audit Plan</li> <li>• Asset Management Plan</li> <li>• Annual Audit Letter and Value for Money Conclusion</li> <li>• Capital and Investment Strategy 2024/25</li> </ul>

### **Work Programme 2024/25 – Growth and Development Scrutiny Group**

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

### **Work Programme 2024/25 – Communities Scrutiny Group**

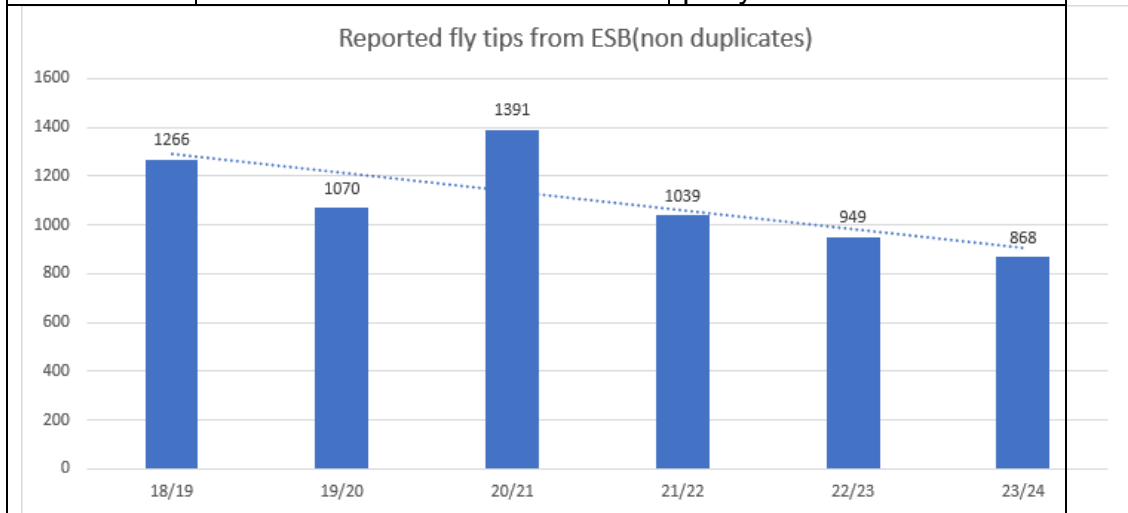
	Items / Reports
25 July 2024	<ul style="list-style-type: none"> <li>• Use of Community Facilities</li> </ul>
17 October 2024	<ul style="list-style-type: none"> <li>• Accessible Housing Briefing (Joint Scrutiny Group)</li> </ul>
23 January 2025	<ul style="list-style-type: none"> <li>•</li> </ul>
3 April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

### **Actions Table**

Minute No.	Action	Officer Responsible/ Update
4	The Chair of Governance noted that the number of employees not wanting to give their nationality had increased and asked if there was any reason for this.	The information is usually captured when employees join the Council as part of their application information, although removed at the shortlisting stage. However, the transfer of Streetwise staff has required each individual to complete a form to update the records, and some individuals were hesitant to complete the form. HR complete a 3 year audit where all staff are asked to check their

		data and update any details, so there will be opportunity to request this information on an ongoing basis.
4.	The Vice Chair of Governance Scrutiny Group suggested that the Council request Councillor's ethnicity at the next election intake	This will be reviewed at the next Councillor election in 2027.
4.	The Vice Chair of Communities asked for more information on outputs from the UKSPF projects funding	This information will be provided as part of the next UKSPF update to the Group.
5.	The Group asked for information about the process for rent increases charged by supported housing providers and whether there was any requirement for them to consult the Council and whether the Council had to cover all of the rent or a percentage if not fully covered by the housing benefit subsidy	Information has been emailed to the Group.
5.	The Vice Chair of Communities asked whether the Government review of the formula for the discretionary part of the Disabled Facilities Grant had taken place	The government's allocation methodology dates from 2011 and is recognised as being long overdue for a review, particularly the maximum level of mandatory grant (£30k) and the means test. All these factors were included within a commissioned Independent Review completed in 2018: <a href="#">Independent Review</a> . Whilst the overall national budget has been uprated the other factors have not progressed. Before the General Election was announced in May 2024 the government had already confirmed there would not be any meaningful progress on a review until 2025 at earliest so the timetable is now unclear and will

		almost certainly involve a consultation process.
5.	Members of the Group asked for more information about fly tipping	The cumulative number of fly-tipping cases below show the downward trend of cases in recent years. Subsequently, fines are also lower due to this, also impacted by whether there is sufficient evidence in each case to produce a fine to the right party



The meeting closed at 8.41 pm.

CHAIR





**Corporate Overview Group**

**Tuesday, 3 September 2024**

**Annual Health and Safety Report**

## **Report of the Director of Neighbourhoods**

### **1. Purpose of report**

- 1.1. Attached to this report is a copy of the Council's Annual Health and Safety Report which provides a summary of the Council's occupational health and safety performance during the period 1 April 2023 to end of March 2024.
- 1.2. The Annual Report is structured in such a way as to reflect Health and Safety Executive (HSE) guidance. It summarises the Council's health and safety policies, procedures and activities which have taken place over the last year. It also sets out training programmes delivered, provides numerical and statistical data, and the proposed health and safety objectives for the year.
- 1.3. A presentation will be delivered to Corporate Overview Group which will highlight the main points to consider within the report.

### **2. Recommendation**

It is RECOMMENDED that the Corporate Overview Group:

- a) considers the detailed information contained within the Annual Health and Safety Report
- b) notes that a new permanent Health and Safety Advisor has been appointed
- c) notes the significant progress made against the health and safety goals and objectives previously agreed by Corporate Overview Group for the financial year 2023/24; and
- d) endorses the proposed health and safety objectives for 2024/25 as set out in the report.

### **3. Reasons for Recommendation**

- 3.1. Best practice suggests all organisations produce and publish an annual health and safety report.

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

#### **4. Supporting Information**

- 4.1. Details are contained within the Annual Health and Safety Report attached at Appendix One. This includes reviewing the current health and safety performance of the Council, increased safety risk profile, appointment of new Health and Safety Advisor and summary of the HSE visit.
- 4.2. In addition, the following objectives have been set for 2024/25:
- Review and update the policies that are over three years old
  - Safety campaign targeted at R2Go around slips/trips and manual handling
  - Health and safety compliance audits across the authority
  - Continue to support health and safety compliance at Streetwise
  - Risk assessment audit
  - Training audit to be undertaken alongside the risk assessment audit to identify any training gaps
  - Continue to deliver appropriate workplace health initiatives in line with employee's needs.

#### **5. Risks and Uncertainties**

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

#### **6. Implications**

##### **6.1. Financial Implications**

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

##### **6.2. Legal Implications**

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

##### **6.3. Equalities Implications**

Health and safety policies have been equality impact assessed. There are no direct equalities implications from the Annual Report.

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

There are no crime and disorder implications.

## 6.5. Biodiversity Net Gain Implications

There are no biodiversity net gain implications.

## 7. Link to Corporate Priorities

The Environment	Good compliance with health and safety legislation will have a positive impact on protecting the local environment
Quality of Life	Effective health and safety management of Council functions helps to ensure services and facilities which are safe for public use thus having a positive impact on resident's quality of life
Efficient Services	The delivery of services that are compliant with health and safety legislation is an integral part of ensuring efficient and effective services
Sustainable Growth	Health and safety supports and enables the delivery of sustainable growth

## 8. Recommendations

It is RECOMMENDED that the Corporate Overview Group:

- a) considers the detailed information contained within the Annual Health and Safety Report
- b) notes that a new permanent Health and Safety Advisor has been appointed
- c) notes the significant progress made against the health and safety goals and objectives previously agreed by Corporate Overview Group for the financial year 2023/24; and
- d) endorses the proposed health and safety objectives for 2024/25 as set out in the report.

<b>For more information contact:</b>	David Banks Director of Neighbourhoods Tel: 0115 9148438 dbanks@rushcliffe.gov.uk
<b>Background papers available for Inspection:</b>	
<b>List of appendices:</b>	HEALTH AND SAFETY ANNUAL REPORT 2023/24

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# HEALTH AND SAFETY ANNUAL REPORT

April 2023 to end March 2024

## **1.0 INTRODUCTION**

- 1.1 This annual report sets out the Council's occupational health and safety performance during the twelve month period 1 April 2023 to 31 March 2024. As with previous reports it is split into a number of sections highlighting the key issues. It also sets out new policies which have been implemented as part of the control measures within the corporate health and safety framework.
- 1.2 Furthermore, the update provides an indication of the effectiveness and success of the health and safety control measures the Council has in place with evidence showing training delivered, progress towards meeting health and safety aims and objectives and the number of accidents recorded.

## **2.0 CHANGES TO RISK PROFILE**

- 2.1 As reported on in last year's Annual report, the risk profile for the Council has increased significantly due to the Streetwise services coming back in-house in September 2022. Streetwise consists of a variety of high-risk health and safety activities including street cleansing, grounds maintenance etc.
- 2.2 Bingham Arena opened its doors to the public in February 2023, Rushcliffe Oaks was officially opened for services on 3 April 2023. Both of which increase the risk profile for the Council, with additional staff, new work activities and public visiting the venues.

## **3.0 PROVISION OF HEALTH AND SAFETY ADVICE AND SUPPORT**

- 3.1 As a result of the increase in risk profile, the delivery of the health and safety advisory function has been reviewed. It was determined that additional internal resources were needed rather than relying on the support from Bolsover District Council. Bolsover District Council were not able to be as reactive as we would have hoped and had limited resources to offer Rushcliffe Borough Council.
- 3.2 We have now recruited a permanent Health and Safety Advisor working 18.5 hours a week. This provides better resilience, availability and understanding of our internal teams and processes.

## **4.0 KEY ACTIVITIES**

### **Policy Review**

- 4.1 Some policies that were due for a review in 2023/24 have not been updated due to other priorities in workload. This is low risk as it's only best practice to review every 3 years and there has been no change in legislation to impact the policies. Any outstanding policies have been placed onto the review programme for 2024/25.

The following policies are due for a review and update in 2024/25 as they will be coming up to 3 years since their last review:

- Alcohol and Substance Misuse policy
- Bomb threat policy

- Display Screen Equipment Policy
- Driving Policy
- Emotional Wellbeing and Stress Management Policy
- Fire Policy

### **Health & Safety Audits/Visits**

4.2 Health and safety visits have been undertaken by the new Health and Safety Advisor at Rushcliffe Country Park, Streetwise and R2Go Eastcroft Depot. The purpose of which was familiarisation, hazard spotting and engagement with management and staff at the various sites. Some targeted work has also been undertaken at Streetwise with the higher risk activities.

### **Health and Safety Executive (HSE) Visit**

4.3 On 18 October 2023, Streetwise Bingham Depot site had an announced visit from the Health and Safety Executive (HSE) who are the enforcement body for health and safety at Rushcliffe Borough Council. This was a targeted national project for the amenity and local government sectors.

4.4 An HSE Inspector from the Chemicals Regulation Division visited to ensure we were compliant with Plant Protection Product legislation e.g. herbicides/pesticides use and storage. Due to this being an announced visit it is normal and good practice to undertake a short internal preparatory review to ensure that the external inspection is both efficient and effective. This included a review of training, procedures, risk assessment and how chemicals were being stored and used at the Bingham Depot.

4.5 Overall, the Inspector was pleased with our training, procedures, processes and risk assessments. Some minor written recommendations were made which have already been addressed, this included reducing our overall stored stock of relevant chemicals and relocation of the inherited chemical store with a more modern version located inside the depot building.

### **Training**

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

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

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

<b>Course Subject</b>	<b>Number of Staff who's training is in date</b>	<b>% of those requiring training who have been trained</b>	<b>Outcome/impact</b>
Fire safety Training e-learning	225	95%	Refresher training for staff on fire safety issues. There are 236

			employees who have access to the e-learning.
Display Screen Equipment e-learning	86	37%	On-line training and assessment of computer workstations. 236 employees have been given access to the e-learning. New certification went live in 2024 and completion levels are increasing.
Legionella awareness e-learning	42	95%	This training is for all staff who need to be aware of the risks of Legionella within the workplace. 44 staff require this training.
Asbestos awareness e-learning	51	93%	This training is for all staff who need to be aware of the risks of Asbestos within the workplace. 55 staff require this training.
Manual handling e-learning	55	23%	Basic manual handling awareness for low-risk staff. 236 employees have been given access to the e-learning package. New certification went live in 2024 and completion levels are increasing.
Working at Height e-learning	31	94%	33 employees have been requested to complete this training due to their job role
Emergency First Aid at Work	1	N/A	This 1-day qualification is designed to give first aiders working in low-risk environments the skills they need to deal with a first aid emergency.
First Aid at Work	1	N/A	This 3-day course teaches the skills to recognise and treat a wider range of injuries and medical conditions.
Risk assessment	9	N/A	This half day course provides information on the risk assessment process and how to undertake them.
Defibrillator training	20	N/A	Voluntary training course for staff keen to have the skills to use a defibrillator

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

4.10 A recent upgrade to the e-learning system now enables automatic reminders to be sent to employees when training is due and also copies in their manager when training is overdue, this is called “certifications”. The Display Screen Equipment and manual handling courses have transferred onto the new certification and should see an increase in completions over the next few months



### Meetings of Health and Safety Groups

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

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

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

### Occupational Health

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

	Attendance numbers Apr 2023 to end March 2024	Comment
Pre-employment medicals	39	All new employees are assessed through a pre-employment questionnaire prior to commencing their role with the Council
Medical examinations	23	To support with sickness absence or managing medical condition in the workplace
Audiology tests	40	Hearing assessments for staff using tools that emit high level of noise

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

### Workplace Health

- 4.17 Workplace Health Champions have been involved in a number of promotional activities for staff across the sites including:
- Organised staff walks
  - Know your numbers – health checks
  - Restart a Heart campaign

- National puzzle day – mindfulness and social inclusion
- No Smoking day
- Great British Spring Clean

## 5.0 PROGRESS TOWARDS ACHIEVING HEALTH AND SAFETY GOALS

5.1 At its meeting on 5 September 2023 the Corporate Overview Group supported the following health and safety goals. These were previously set by the Council's Executive Health and Safety Group and are monitored and reviewed by them. Progress is set out below.

H&S Goal	Target date	Action to date	Target met?
Review and update the policies that are over 3 years old	End March 2024	Some policies remain outstanding and have been rolled on to 2024/25	partial
Health and Safety compliance audits across the Authority	End Dec 2023	Health and safety visits made to Rushcliffe Oaks, Rushcliffe Country Park, Streetwise and Eastcroft	Yes
Continue to support health and safety compliance at Streetwise	On going	Regular visits to Streetwise to support with risk assessments, training, site visits and queries from staff and management	Yes
Health and Safety inspection Rushcliffe Oaks	End Dec 2023	Health and safety visit undertaken	Yes
Continue to deliver appropriate workplace health initiatives in line with employee's needs	End March 2024	See initiatives listed in 4.12	Yes
Improve on e-learning compliance rates for DSE e-learning course by moving over to a certification	End of March 2024	Numbers not as high as predicted. This will be a key piece of work for the new Health and Safety Advisor	No

## 6. PERFORMANCE

### 6.1 *Accident report forms completed*

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

## Accident report forms completed

	2015 /16	2016 /17	2017 /18	2018 /19	2019 /20	2020 /21	2021 /22	2022 /23	2023 /24
Establishment figure head count	291	285	275	266	257	259	257	259- 312	316
Eastcroft Depot	24	18	15	10	10	14	14	13	18
Bingham Depot	N/A	N/A	N/A	N/A	N/A	N/A	N/A	9	16
Arena (Civic)	2	2	3	2	2	0	0	2	3
Community Contact Centre	1	1	0	0	0	0	0	0	0
Community Facilities	1	1	1	5	0	2	4	2	0
<b>Total</b>	<b>28</b>	<b>22</b>	<b>19</b>	<b>17</b>	<b>12</b>	<b>16</b>	<b>18</b>	<b>26</b>	<b>37</b>
<b>Incidence rate</b>	<b>96</b>	<b>77</b>	<b>69</b>	<b>64</b>	<b>47</b>	<b>62</b>	<b>70</b>	<b>91</b>	<b>117</b>

6.2 The table above shows that the number of accidents to employees/agency staff has increased slightly compared to previous years. In particular Streetwise accident notifications have increased due to a toolbox talk, reminding employees of the need to report all work related accidents, including minor injuries.

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

### 6.4 *Accident reports by type*

The table below sets out the accident figures by type.

#### Accident Report Forms by type

	2015 /16	2016 /17	2017 /18	2018 /19	2019 /20	2020 /21	2021 /22	2022 /23	2023 /24
Struck by Moving Object	9	4	5	3	2	4	5	6	7
Strike against fixed object	5	6	2	1	4	0	2	1	3
Slip / Trip / Fall	4	5	9	5	4	5	8	9	14
Manual Handling	8	7	3	3	2	6	3	6	8

Animal attack (e.g. dog)	0	0	0	5	0	1	0	3	5
Other (Shock/Cont act with liquids)	2	0	0	0	0	0	0	1	2
<b>Total</b>	<b>28</b>	<b>22</b>	<b>19</b>	<b>17</b>	<b>12</b>	<b>16</b>	<b>18</b>	<b>26</b>	<b>39</b>

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

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

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

	2015/ 16	2016/ 17	2017/ 18	2018/ 19	2019/ 20	2020/ 21	2021/ 22	2022/ 23	2023/ 24
Number of days lost	262.5	77	161	99	39	15	26	19	161

6.7 The number of days off as a result of an accident at work has increased in this twelve month period. The number of days absent has fluctuated significantly over the past few years. The average annual figure over the last nine years equates to 99.5 days. You will see from the table in 6.8 below that there were 11 accidents resulting in time off from work, with four accidents accounting for much of the absence.

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

Incident Type	Injury type	Location	Time lost in days
Slip, trip, fall	Grazed knee	R2Go-on site	1
Struck by moving object	Bang to head	R2Go-on site	0.5
Manual handling	Lower back pain	R2Go-on site	22
Slip, trip, fall	Twisted ankle	R2Go-on site	4
Slip, trip, fall	Twisted ankle	R2Go-on site	15
Manual handling	Crushed hand	Streetwise-on site	2
Animal attack	Hand puncture	Dog Warden-on site	2

Animal attack	Cut finger	R2Go-on site	5
Slip, trip, fall	back	R2Go-on site	56.5
Slip, trip, fall	Twisted ankle	R2Go-on site	52
Slip, trip, fall	Bruised finger	Streetwise-on site	1
<b>Total</b>			<b>161</b>

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

In the 12 month period 4 accidents were reported to the Health and Safety Executive as required by the RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations) legislation. This has increased from the previous year.

6.10 *The number of health and safety enforcement notices*

There has been 1 visit by the Health and Safety Executive (HSE) to Streetwise, Bingham and no visits from the Fire Service within this 12-month period. There have not been any enforcement notices served on the Council.

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

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

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

- Water risk assessments have been completed at sites across the Borough
- Fire risk assessments completed and in place for all Council occupied buildings
- Legionella risk assessments have been reviewed and updated for all appropriate sites
- Asbestos surveys completed and management plans in place
- The gritting of car parks during periods of inclement weather to ensure safe access to the public
- Scheduled inspections of play equipment at parks using a new system PSS Live which enables real time recording of inspections and defects ensuring a faster response time

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

	2015/ 16	2016/ 17	2017/ 18	2018/ 19	2019/ 20	2020/ 21	2021/ 22	2022/ 23	2023/ 24
Member of Public	25	10	2	7	16	1	4	4	11
Contractor	1	0	0	0	0	0	0	0	0

## 8. CONCLUSION AND OBJECTIVES

- 8.1 The information reported in relation to the management of health and safety indicates that figures for number of accidents to employees/agency staff has risen. This is also reflected in the higher number of days absent from work as a result of an accident whilst at work. However, this figure does fluctuate greatly from year to year but has remained low for the previous four years. Within this 12-month period, 11 accidents resulted in time off from work. As always, employees are encouraged to return to work and this can be helped by the use of the fit note process by the GP which allows employees to return to work earlier on phased return and/or with adaptations to duties.
- 8.2 Significant progress has been made this year on completing the health and safety objectives set at the beginning of the financial year, in particular the work involved in improving on e-learning completion rates and the ongoing support for Streetwise service as they transitioned back to the Council.
- 8.3 To ensure continuing development in health and safety policies and practice, and to address the increase in time off due to accidents within R2Go, the following objectives have been determined for the forthcoming year. These objectives have been identified by giving due regard to the issues highlighted in the report.
- Review and update the policies that are over 3 years old (as listed in 4.1 of this report)
  - Safety campaign targeted at R2Go around slips/trips and manual handling
  - Health and safety compliance audits across the authority
  - Continue to support health and safety compliance at Streetwise
  - Risk assessment audit
  - Training audit to be undertaken alongside the risk assessment audit to identify any training gaps
  - Continue to deliver appropriate workplace health initiatives in line with employee's needs



**Corporate Overview Group**

**Tuesday, 3 September 2024**

**Business Continuity Strategy 2024-2027**

## **Report of the Director of Finance and Corporate Services**

### **1. Purpose of report**

- 1.1. This report and the Business Continuity Strategy appended to the report articulates the broad arrangements for the council to be able to provide critical functions and services in the face of a significant disruptive incident.
- 1.2. Councillors are asked consider the strategy, scrutinise and comment as appropriate.

### **2. Recommendation**

It is RECOMMENDED that Corporate Overview Group scrutinise the Business Continuity Strategy and comment as appropriate.

### **3. Reasons for Recommendation**

- 3.1. To comply with the requirements of The Civil Contingencies Act 2004 where the Council is required to have prepared, as far as reasonably practical, to provide critical functions during any disruptive incident. An overarching Strategy and associated action plan for business continuity is an essential requirement for critical services to continue in the face of significant disruption.

### **4. Supporting Information**

- 4.1. Unfortunately, disruptive incidents can occur that impact on the Council delivering services. The Council has to be fully prepared to mitigate the impact of such incidents and minimise the impact on services. This is both good practice and a legislative requirement. The Business Continuity Strategy provides the overarching parameters that govern the ability of the Council to successfully respond to incidents that cause significant disruption.
- 4.2. The Business Continuity Strategy and Action Plan 2024-2027 (Appendix A) provides an operational structure for responding to serious business interruption. Areas covered within the Strategy include:
  - Identifying priorities (aims and objectives), management structure and communication mechanisms to ensure an appropriate response to any disruption

- That the breadth of council services provided, including third party providers such as Parkwood Leisure (as well as interdependencies) are covered
- Individual service areas prepare and maintain their own business continuity arrangements.

4.3 Councillors are asked to scrutinise and comment on the Strategy and associated action plan.

## **5. Alternative options considered and reasons for rejection**

5.1. There are no alternative options presented.

## **6. Risks and Uncertainties**

6.1. There are many risks that have the potential to cause business disruption 1.5 within the Strategy highlights many types of business interruption risk.

## **7. Implications**

### **7.1. Financial Implications**

There are no direct financial implication of the Business Continuity Strategy. The implications of not dealing effectively with significant business disruption can be far and wide. The Council does have a General Fund Balance which could mitigate financial risk and nationally the Government often makes funding available via additional grant funding (e.g. recent flooding is an example).

### **7.2. Legal Implications**

Producing the Business Continuity Strategy helps the Council comply with the Civil Contingencies Act 2004.

### **7.3. Equalities Implications**

There are no direct equalities implications.

### **7.4. 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. Use this section to state the potential implications of a decision on community safety or alternatively explaining why this consideration does not apply to this report.

There are potential social risks which could impact on business continuity such as civil unrest as such having a strategy and supporting plans for business continuity help mitigates such risk.



### 7.5. Biodiversity Net Gain Implications

There are no direct BNG implications.

### 8. Link to Corporate Priorities

The Environment	Effective business continuity in the face of significant disruption can impact on all of the Council's Corporate priorities.
Quality of Life	
Efficient Services	
Sustainable Growth	

### 9. Recommendations

It is RECOMMENDED that Corporate Overview Group scrutinise the Business Continuity Strategy and comment as appropriate.

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<b>Background papers available for Inspection:</b>	
<b>List of appendices:</b>	Appendix A – Business Continuity Strategy and Action Plan 2024-2027 Appendix B - Matrix

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**RUSHCLIFFE BOROUGH COUNCIL**

**BUSINESS CONTINUITY  
STRATEGY AND ACTION PLAN  
2024 - 2027**

**VERSION 1  
July 2024**

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## 1. Executive Summary

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### 1.1. Purpose and Scope

Rushcliffe Borough Council provides a wide range of services to the local community, many of which are statutory functions. Any failure, actual or perceived, to deliver the full range of services will have a negative impact on both the community and the authority. As such, all reasonable measures should be adopted to minimise the likelihood of business or service interruption. The Civil Contingencies Act 2004 (CCA) places a specific duty on local authorities to ensure that they have prepared, as far as reasonably practical, to continue to provide critical functions during any disruptive incident. However, the CCA is just one of the key drivers for business continuity.

The Business Continuity Strategy provides the operational structure for responding to serious disruption and can be summarised as follows:

- To have an operational document that sets out priorities, management structures and communication mechanisms to ensure an appropriate response to any disruption.
- The plan addresses the range of the Council's service areas as well as significant contractors such as Parkwood Leisure. Where appropriate it considers the interdependencies of different organisations and partnership arrangements.
- Service areas will continue to prepare and maintain their own Business Continuity arrangements as appropriate.

### 1.2 Aim and Objectives

The aim of the Strategy is to anticipate risks, mitigate where possible, and to have flexible and tested plans in place to minimise disruption where unplanned events significantly disrupt normal business.

The objectives are to:

- Ensure the Council can continue to exercise its critical functions in the event of an emergency.
- Identify the potential areas of vulnerability in Council services.
- Determine overall priorities for recovery of functions if disruption takes place.
- Build on processes already in place for risk management, ensuring all existing and developing plans are integrated into the overall framework.
- Ensure all Council areas are involved in the preparation of supporting plans, so that there is an effective and consistent response to service continuity.
- Undertake training and awareness programmes for staff, councillors, and partners as appropriate and carry out regular tests of the plan to validate arrangements.

### 1.3 Alignment

- **Support for Core Values and Objectives:** The business continuity strategy supports Rushcliffe Borough Council's core values of service, resilience, and public safety by ensuring continuous delivery of essential services during disruptions.
- **Enhancing Public Trust and Confidence:** By implementing a robust continuity strategy, the organisation demonstrates its commitment to protecting the community, thereby enhancing public trust and confidence in its ability to handle emergencies.
- **Fulfilling Legal and Ethical Obligations:** The strategy aligns with the organisation's mission by ensuring compliance with legal, regulatory, and ethical obligations, safeguarding the welfare of employees and the public.

### 1.4 Integration with Existing Continuity Plans

- **Complementing Current Plans:** The strategy builds upon existing service business continuity plans by providing a high-level framework that enhances and supports detailed operational plans.
- **Consistency and Coherence:** Ensures that all continuity efforts are consistent and coherent across different departments and functions, preventing fragmented or conflicting actions during emergencies.
- **Strengthening Interdepartmental Coordination:** Promotes interdepartmental coordination and collaboration, ensuring that all parts of the organisation are working towards common continuity goals.
- **Continuous Improvement:** Incorporates lessons learned from previous incidents and exercises, ensuring that the strategy and plans are continuously updated and improved to reflect current best practices and emerging threats.
- **Resource Optimisation:** Aligns resource allocation and investment in continuity capabilities with the overall strategic priorities of the organisation, ensuring that resources are used effectively and efficiently.

### 1.5 Risk Assessment and Business Impact Analysis

The types of risk that can impact business continuity are detailed below and are considered as part of the Council's Risk Management review process.

- a) **Natural Disasters**
  - **Flooding:** Rushcliffe is prone to flooding, particularly in areas near the River Trent and other waterways. This can lead to property damage, road closures, and disruption of services.
  - **Severe Weather:** Heavy snowfall, storms, and high winds can cause infrastructure damage, power outages, and impede transport networks.
- b) **Technological Risks**
  - **Cybersecurity Threats:** Increasing risks of cyber-attacks, such as data breaches, ransomware, and phishing attacks, which can compromise sensitive council data and disrupt IT systems.
  - **IT System Failures:** Outages or malfunctions in the council's IT infrastructure, affecting online services, communications, and internal operations.
- c) **Human-Induced Events**
  - **Industrial Accidents:** Potential for accidents in local industrial areas or during transportation of hazardous materials, leading to chemical spills or fires.
  - **Terrorist Threats:** Although less likely, the possibility of terrorist activities cannot be entirely ruled out, potentially targeting public spaces or Council facilities.
- d) **Public Health Emergencies**
  - **Pandemics:** Outbreaks of diseases like COVID-19 can lead to widespread illness, overwhelming healthcare services, and causing significant disruption to Council operations and public services.

- **Localised Disease Outbreaks:** Issues such as contaminated water supplies or foodborne illnesses affecting local populations.
- e) **Operational Risks**
  - **Supply Chain Disruptions:** Delays in procurement of essential supplies and services, impacting Council projects and service delivery.
  - **Labor Strikes:** Industrial action by Council employees or key service providers, leading to interruptions in service delivery.
  - **Key Personnel Loss:** Loss of critical staff due to illness, retirement, or other factors, impacting the continuity of operations.
- f) **Environmental Risks**
  - **Climate Change:** Longer-term changes in weather patterns, increased frequency of extreme weather events, and impacts on local ecosystems and infrastructure.
  - **Pollution Incidents:** Accidental releases of pollutants into the environment, affecting public health and local wildlife.
- g) **Economic Risks**
  - **Financial Constraints:** Budget cuts, reductions in government funding, and economic downturns affecting the Council's ability to deliver services and maintain infrastructure.
  - **Economic Volatility:** Fluctuations in the local economy impacting business rates and Council revenues.
- h) **Legal and Regulatory Risks**
  - **Compliance Failures:** Risk of failing to meet legal, regulatory, or statutory obligations, leading to penalties, legal action, or loss of public trust.
  - **Litigation Risks:** Potential legal disputes involving the Council, resulting in financial liabilities and reputational damage.
- i) **Infrastructure Risks**
  - **Aging Infrastructure:** Increased risk of failure in aging Council-owned buildings, roads, and facilities, necessitating significant maintenance or replacement.
  - **Construction Accidents:** Risks associated with ongoing construction and development projects, including worker safety and project delays.
- j) **Social Risks**
  - **Civil Unrest:** Protests or social movements affecting public order and safety, requiring Council response and potentially disrupting normal operations.
  - **Community Relations:** Issues with local communities, including opposition to Council initiatives or developments, impacting project timelines and public cooperation.

## 1.6 Impact Analysis and Prioritisation

The identified critical functions appendix, in the Rushcliffe Borough Council Business Continuity Plan 2022, outlines which services and functions are critical and will need to conduct a Business Impact Assessment feeding into the Business Continuity Plan.

Each identified critical function is responsible for undertaking a three-yearly review.

### Business Impact Assessment Co-ordination

To ensure our Business Continuity Planning (BCP) remains up-to-date and aligned with the latest organizational priorities, each department will be required to meet with the Emergency Planning Officer to conduct a comprehensive review and update of their Business Impact Analysis (BIA). The BIA is then used by each service to put a Service Business Continuity Plan in place. The Business Impact assessments and Business Continuity Plans are reviewed by the Emergency Planning Officer to ensure all possibly interruptions have been considered and the plans are in place to mitigate them.

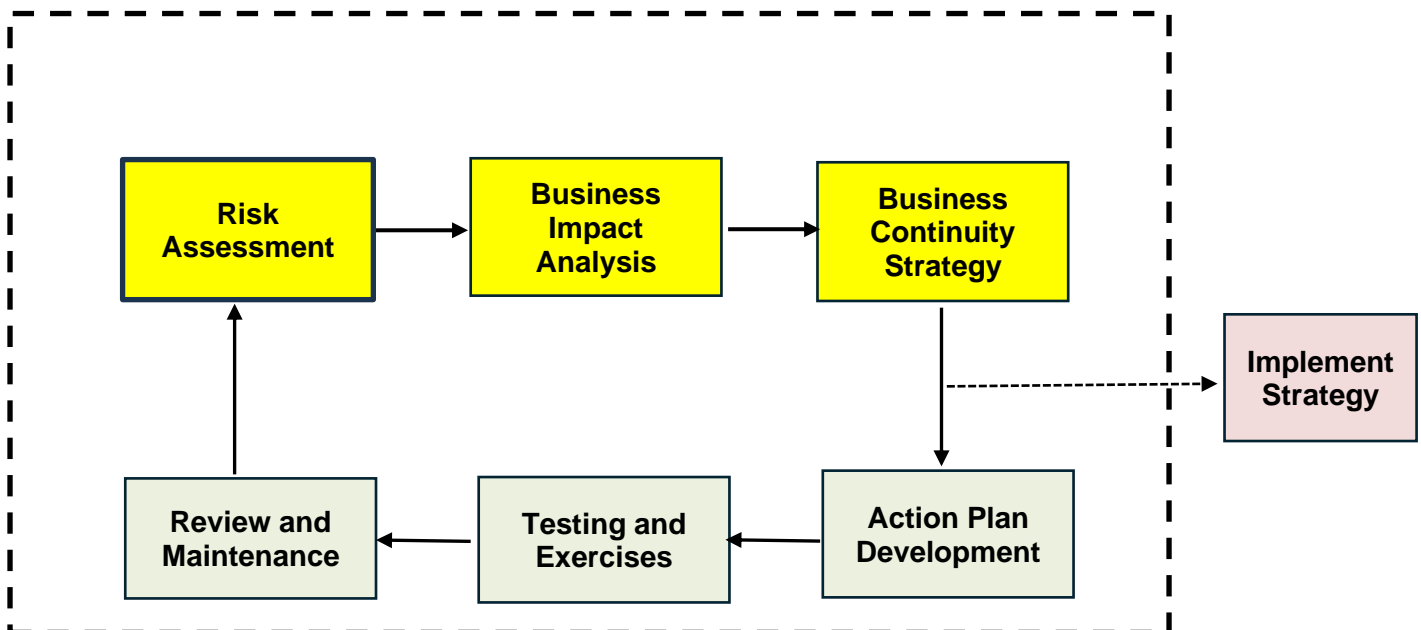
This process will involve:

- **Assessment of Critical Functions:** Evaluating and identifying critical functions, resources, and dependencies within each department.

- **Risk and Impact Evaluation:** Analysing potential risks and the impact of disruptions on departmental operations.
- **Continuity Planning Integration:** Incorporating the findings from the updated BIAs into each department's Business Continuity Plan (BCP).
- **Strategic Action Plan Alignment:** Ensuring that the updated departmental BCPs feed directly into the overarching Business Continuity Strategic Action Plan.

By systematically updating the BIAs and integrating them into the BCP and Strategic Action Plan, we strengthen our organizational resilience and ensure that our continuity strategies are reflective of current risks and operational realities. The Business Continuity Management Lifecycle is depicted in the diagram below, summarising the process to effectively manage business continuity.

### Exhibit 1: Business Continuity Management Lifecycle



### 1.7 Roles and Responsibilities

#### Emergency Executive Team (EET)

The role of the EET is to:

- Work with the Local Resilience Forum when the Emergency Plan is active
- Ensure the safety of all employees, councillors and visitors to RBC premises
- Ensure that arrangements are put in place to enable the authority to continue delivering essential services
- Ensure that arrangements are put in place to enable the authority to re-establish normal working in the shortest possible time
- Direct the service area business continuity teams
- Direct staff established to assist in the recovery from a business continuity incident
- Suspend standing orders (if required)
- Identify new priorities
- Advise the media through the Communication and Customer services team
- Liaise with councillors



The core membership of the EET will include:

- Chief Executive
- Director (Neighbourhoods)
- Director (Finance and Corporate services)
- Director (Development and Economic Growth)
- Strategic ICT Manager
- Emergency Planning Officer (when required)
- Lead specialist Communications and Customer Services

Other personnel (e.g. Services Managers, Lead Specialists) may be needed depending on the nature of the incident.

If specific staff are unavailable, or the incident is prolonged enough to require a staff rota, the EET will determine suitable officers to deputise during any absence.

## 2.0 The Business Continuity Process

Irrespective of an unusual or disruptive event, occurring internally or externally, the capabilities of the Council to provide its statutory and legal duties, services to the community and income generation must be maintained. This process aims to address the issues likely to arise, and to identify measures to mitigate them.

The Business Continuity process aims to address the issues likely to arise, and potential solutions, grouped in the following three areas:

- **MITIGATION** - Identify and select proactive measures to reduce likelihood of disruption
- **CONTINUITY AND RECOVERY** - Maintenance of essential services and set timescales for recovery, returning to normality
- **INCIDENT RESPONSE STRUCTURE** - Provide a mechanism for responding to an incident.

Business Continuity is an on-going cyclical process of risk assessment, management and review with the purpose of ensuring that the business can continue if risks materialise.

## 2.1 Response and Recovery strategies

### Strategies for immediate response to disruptions.

- **Classification:** A system to classify incidents by severity and impact.
- **Rapid Response Team:** Establish designated teams with clear roles.
- **Communication:** Robust communication protocols for timely updates.
- **Assessment:** Rapid initial assessments to determine the scope of incidents.
- **Command System:** Use of an Incident Command System for coordinated response.
- **Documentation:** Keep detailed records for post-incident analysis.

### Short-term and long-term recovery strategies.

- **Critical Functions:** Prioritise restoring critical services.
- **Temporary Solutions:** Implement interim measures to maintain operations.
- **Staff Support:** Provide resources and support for affected staff.

### Long-term Recovery:

- **Assessment:** Conduct a comprehensive impact assessment.
- **Planning:** Develop detailed long-term recovery plans.
- **Improvement:** Integrate lessons learned into future planning.

- **Community Engagement:** Rebuild trust and address community needs.

## Resource Allocation

Necessary resources for effective recovery.

- **Personnel:**
  - **Roles:** Identify and train key personnel.
  - **Surge Capacity:** Plan for additional staffing needs.
  - **Safety:** Ensure health and safety of response teams.
- **Technology:**
  - **IT Infrastructure:** Maintain robust IT systems.
  - **Data Recovery:** Implement data backup and recovery solutions.
  - **Communication Tools:** Provide reliable tools for coordination.
- **Equipment:**
  - **Supplies:** Stockpile essential supplies and equipment.
  - **Inventory:** Maintain a resource inventory.
  - **Logistics:** Establish logistics systems for resource management.

These will prepare the Council to handle disruptions effectively, ensuring the continuity of essential services and community well-being.

## 2.2 Communication and coordination

Protocols for internal communication during a disruption.

### Communication with Staff

- **Emergency Call-Out:** The Executive Management Team (EMT) authorises initial emergency call-out and staff mobilisation.
- **Team Communication:** Service managers are responsible for team communication using home and mobile numbers. A council-wide text service is available for corporate messages.
- **Updates:** The Communication and Customer Services team ensures employees are updated via email, intranet, and in-person as appropriate.

### Communication with the Public

- **Public Information:** The EMT assesses and approves information for public release. The Communication and Customer Services team prepares and distributes this information and advises the media.
- **Press Releases:** Regular press releases and media arrangements are managed by the Communication and Customer Services team.

### Communication with Councillors

- **Information Flow:** The Communication and Customer Services team keeps councillors informed. Councillors may assist in public communication and reassurance. An information document on emergency planning is available for all councillors.

### Communication with the Media

- **Media Liaison:** The Communication and Customer Services team liaises with the media to ensure timely and accurate information is provided, regardless of the incident's scale.

This strategy ensures coordinated, accurate, and timely communication with all stakeholders during a business continuity event.

## 2.3 Training and awareness

All members of the Executive Emergency Team and the Service Teams need to be trained, and exercised, on an annual basis to ensure that they are fully aware of how to implement the plan. All

staff should be informed of the process and further training should be available if required. Councillors should be trained to ensure that they know of the existence of the plan and how they can assist, politically, in the continuity and recovery process.

Conducting awareness campaigns is essential to fostering a culture of preparedness within the Council and the wider community. These campaigns will include regular training sessions, workshops, and informational materials aimed at educating staff, elected members, and residents about potential risks and the importance of readiness. By promoting awareness and providing practical guidance on emergency procedures, we aim to ensure that everyone is equipped with the knowledge and skills needed to respond effectively during a disruption. Engaging the community through various communication channels will reinforce the message that preparedness is a shared responsibility, enhancing overall resilience.

### **Testing and exercising**

Regular testing and exercising are vital to ensure the effectiveness of the Council's business continuity plans. We will conduct scheduled drills and simulations to test various aspects of the continuity plans, enabling staff to practice their roles and refine response procedures. Additionally, we will establish processes for reviewing and evaluating the outcomes of these tests and exercises. This evaluation will help identify strengths, pinpoint areas for improvement, and ensure that our plans remain robust and effective in the face of potential disruptions. Continuous improvement through testing and feedback is key to maintaining a resilient and prepared Council.

## **2.4 Continuous improvement**

### **Monitoring and Review**

Established mechanisms for ongoing monitoring and reviewing of the business continuity strategy. Regularly assess the strategy's effectiveness through audits and staff feedback to ensure it remains aligned with emerging risks and operational changes.

### **Feedback Loop**

Create a feedback loop to incorporate lessons learned from incidents and exercises. By systematically capturing and analysing this information, we can make informed adjustments to our plans, enhancing our overall preparedness and response capabilities.

### **Update Cycle**

A schedule for regular updates to the continuity strategy. This includes annual reviews and revisions, as well as updates triggered by significant organisational changes or after-action reports from real incidents and exercises, ensuring the strategy remains current and effective.

## **2.5 Governance and Compliance**

### **Governance Structure**

There is a clear governance structure in place for overseeing business continuity efforts. This includes defined roles and responsibilities within the Executive Management Team and the Director of Finance and Corporate Services to provide strategic direction, ensure accountability, and monitor progress. To this end, there is an Action Plan to deliver the Strategy (see Appendix A) with an overall review of the strategy by the relevant Scrutiny Group for councillor 'buy-in' and support.

### **Compliance Requirements**

The strategy meets legal, regulatory, and industry standards. Regularly reviewing and updating the business continuity plan to comply with the CCA and regulations, incorporating best practices and guidelines to maintain the highest levels of preparedness and resilience.

## **2.6 Conclusion**

To be an effective management tool and to truly embed the process throughout the organisation, the business continuity strategy should recognise and be influenced by the Council's operational and strategic risk registers. This will lead automatically to the strategy linking into the Internal Audit plan, the corporate plan and the budget process. The strategy should also recognise the Community Risk Register, maintained by the Nottinghamshire Local Resilience Forum, to ensure that external impacts are recognised and allowed for.

The business continuity process must also be closely linked to the Emergency Planning process. In any major scenario it is likely that other organisations in the Borough will be affected as well, and it is essential for the Council to be able to respond to their requirements as well as its own. Due to the nature of the response required from Emergency Planning it is likely that they will be the first service to receive external information regarding potential issues and it is imperative that there is a system for incorporating these issues in the business continuity process.

**Appendix A: Key Actions**

Key Recommendations	Action	Date
<b>1.Enhance Risk Assessment and Business Impact Analysis</b>	Review and Validate Comprehensive Risk Assessments	September 2024
	Reassess Detailed Business Impact Analyses (BIA)	September 2024
	Evaluate and Enhance Mitigation and Recovery Strategies	October 2024
<b>2.Develop and Implement a Robust Continuity Framework</b>	Review Strategic Framework <b>(Report to CoG)</b>	September 2024
	Define Roles and Responsibilities <b>(Report to COG)</b>	September 2024
	Implement Ongoing Training and Communication	November 2024
<b>3.Strengthen Response and Recovery Capabilities</b>	Confirm Incident Response Plans	October 2024
	Confirm Detailed Recovery Strategies	October 2024
	Allocate Necessary Resources	October 2024
<b>4.Improve Communication and Coordination</b>	Review Internal Communication Protocols	January 2025
	Develop External Communication Strategies	January 2025
	Foster Collaboration with External Agencies and Partners	January 2025
<b>5.Promote Training and Awareness</b>	Design and Deliver Training Programs	February 2025
	Launch Awareness Campaigns	February 2025
	Evaluate and Update Training and Awareness Initiatives	February 2025

<b>6.Regular Testing and Exercising</b>	Schedule Regular Drills and Simulations	September 2024
	Establish Evaluation Processes	September 2024
<b>7.Commit to Continuous Improvement</b>	Mechanisms for Ongoing Monitoring and Review (Internal Audit Report)	September - 2025
	Create a Feedback Loop. (Reporting to Director and Strategy Update to COG)	September 2027
<b>8.Ensure Strong Governance and Compliance</b>	Define a Governance Structure	Complete – September 2024
	Ensure Compliance with Standards	Complete - September 2024
	Maintain Documentation and Reporting	Complete – September 2024
<b>9.Resource management and Financial Planning</b>	Ensure adherence to relevant legal, regulatory, and industry standards related to business continuity.	Complete – September 2024
	Regular audits and reviews should be conducted to verify compliance and address any budget requirements as part of the Council's MTFS review.	Annual Budget process and Internal Audit Review every 3 years

# Rushcliffe Borough Council – Scrutiny Matrix

<b>Officer Request for Scrutiny</b>			
Director – Finance and Corporate Services			
<b>Proposed topic of scrutiny ...</b>	Business Continuity Strategy		
<b>I would like to understand ... (key lines of enquiry)</b>	The Council’s Business Continuity Strategy is due for renewal during 2022/23. This strategy outlines the measures the Council has in place to ensure vital services continue to be delivered to residents during a crisis such as cyber-attack, building fire or flood. This strategy is invoked when the Council is unable to continue to provide ‘business as usual’ services and will give Councillors the opportunity to assess the actions the Council will take to get services functioning, the priority order of getting Council services functioning, and how Councillors can best provide community leadership during a business continuity incident.		
<b>I think this topic should be scrutinised because ... (please tick)</b>	<input type="checkbox"/>	Poor Performance Identified	
	<input type="checkbox"/>	Change in Legislation or Local Policy	
	<input checked="" type="checkbox"/>	Resident Concern or Interest	
	<input type="checkbox"/>	Cabinet Recommendation	
	<input type="checkbox"/>	Links to the Corporate Strategy	
	<input type="checkbox"/>	Other (please state reason)	
<b>Officer Consideration of Councillor Request for Scrutiny</b>			
<b>Officer Feedback (please tick)</b>			
- Issue already being addressed	<input checked="" type="checkbox"/>	Issue of a complaint investigation	<input checked="" type="checkbox"/>
- Issue has already been considered in the last 2 years?	<input checked="" type="checkbox"/>	Issue is a staffing matter	<input checked="" type="checkbox"/>
- Issue is a legal matter	<input checked="" type="checkbox"/>	There is an alternative way of dealing with the issue	<input checked="" type="checkbox"/>
<b>Is there sufficient capacity ...</b>			
- Scrutiny Work Programme?	<input checked="" type="checkbox"/>		
- Officer Resources?	<input checked="" type="checkbox"/>		
<b>Recommendation</b>	Schedule for Corporate Overview Group February 2023		

## Consideration of Request for Scrutiny at COG

<b>Public Involvement / engagement?</b>	None required
<b>Expert witnesses?</b>	None required
<b>Portfolio holder?</b>	None required
<b>Lead Officer?</b>	Peter Linfield – Director Finance and Corporate Services
<b>Proposed Timescale for Scrutiny and Scrutiny Group</b>	Corporate Overview Group February 2023





**Corporate Overview Group**

**Tuesday, 3 September 2024**

**Financial and Performance Management**

## **Report of the Director – Finance and Corporate Services**

### **1. Purpose of report**

- 1.1. This report outlines the quarter one position in terms of financial and performance monitoring for 2024/25.
- 1.2. The financial climate is beginning to show signs of improvement; however, the effect of recent high inflation has impacted both residents' cost of living and created cost pressures for the Council's budget. It is imperative that the Council maintains due diligence with regards to its finances and ensures necessary action is taken to ensure a balanced budget is maintained.
- 1.3. At Quarter one, there is a predicted net revenue efficiency of £1.106m for 2024/25. Significant variances are highlighted in Table 1. This represents a variance of 7.27% of Net Service Expenditure. This is proposed to be earmarked for additional cost pressures and financial challenges discussed below. The position is likely to change as further variances are identified during the year.
- 1.4. There is a capital budget underspend projected of £5.968m, this includes rephasing of £3.756m to 2025/26.

### **2. Recommendation**

It is RECOMMENDED that the Corporate Overview Group scrutinises:

- a) the expected revenue budget efficiency for the year of £1.106m and proposals to earmark this for cost pressures given at para 4.5 and Table 2
- b) the projected capital budget efficiencies of £5.968m including the reprofiling of provisions totalling £3.756m (para 4.8 and Table 3)
- c) the expected balanced outturn position for special expenses (para 4.6); and
- d) 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

#### Revenue Monitoring

- 4.1 For 2024/25, the overall budget variance is expected to be an efficiency of £1.106m with proposals to earmark the in-year efficiencies for specific reserves as detailed in **Appendix A**, should this direction of travel be maintained.

- 4.2 **Table 1** below summarises the main pressures and efficiencies with a full summary of all significant variances at **Appendix B**.

**Table 1: Main pressures and efficiencies**

Projected in year cost/(efficiency)	£000	Reason
Financial Services	(304)	Interest income £250k and insurance savings £21k, vacant post £33k
Environmental Health	(158)	Homes for Ukraine funding not allocated
Strategic Housing	(104)	Additional homelessness grant
Economic Development	(82)	UKSPF management fee £65k and joint authority post £17k contribution to salaries
Depot & Contracts	(39)	Leisure Management contract £128k and Eastcroft Depot rent savings £47k offset by shortfall in sales of waste bins £35k and net expected loss of £101k at Edwalton Golf Course made up of £40k loss against expected profit of £61k due to extended course closure following a very wet winter and spring
Environmental Health/Planning	(60)	Savings from IDOX not moving to cloud hosting
Customer Services and Performance Management	(60)	Staff vacancies and savings on relocation of Contact Centre
Revenues	(55)	Increase in costs raised for Council Tax debtors
Legal Services	(30)	Temporary staff vacancies and legal post currently not filled
Communities	(27)	All weather pitch bookings performing better than budgeted
Planning & Growth	130	Planning appeals and enforcement
Streetwise	32	Vehicle Maintenance £47k less increase in income for Grounds Maintenance £15k
Other minor variances	5	
<b>Net Revenue cost/(efficiencies)</b>	<b>(752)</b>	
Grant income	(102)	New burdens; Elections £38k, other new burdens £17k,

		Land charges compensation grant £30k, Audit grant £18k
Business Rates	(152)	
Business Rates Pool	(100)	
<b>Total Net Projected Budget Variance</b>	<b>(1,106)</b>	

- 4.3 The main revenue variances arise from planning appeals and enforcement, whilst there is a specific reserve for this purpose, it is expected that this can be covered by in year efficiencies without need to draw on the reserve at this time.
- 4.4 The efficiencies arise from investment income, additional grant income, savings on leisure and depot contracts and the Business Rates pool expected surplus.
- 4.5 The favourable projected budget position does enable the Council to utilise this for risks that materialise in what remains a challenging financial environment and carry forward balances or replenish reserves or create reserves for alternative opportunities or risks. These are highlighted in the table below.

**Table 2: Use of Projected Underspend**

Area for Use	Amount (£'000)	Comment
Homes for Ukraine	158	Carried forward grant resources
Economic Growth	70	To fund potential Economic Growth Strategy requirements eg Tourism, signs for the Borough
West Bridgford Town Centre Regeneration (Central Avenue)	500	To put in a new 'WBTC reserve' towards pedestrianisation of WBTC
Treasury Depreciation Reserve	378	See Para 4.15 below.
<b>Total</b>	<b>1,106</b>	

- 4.6 **Appendix E** shows the Quarter 1 position on the Special expenses budget. The expenditure is expected to be £700 above budget, this is not significant.

#### Capital Monitoring

- 4.7 The updated summary of the Capital Programme monitoring statement and funding position as of 30 June 2024 is shown at **Appendix C**. **Appendix D** provides further details about the progress of the schemes.
- 4.8 The original Capital Programme for 2024/25 was £11.079m, with £3.405m carry forwards and other adjustments of £2.236m giving a current budget of £16.720m. The projected outturn is £10.752m, giving an underspend of £5.968m. It is requested that £3.756 is rephased to 2025/26. This is summarised in Table 3 below.

**Table 3: Rephasing of 2024/25 schemes to 2025/26**

Scheme	Amount £000
Manvers Business Park Enhancements	200
Unit 10 Moorbridge	100
Bridgford Park Kiosk	25
Colliers Business Park Enhancements	16
The Point	25
Devonshire Railway Bridge	100
Keyworth Cemetery	25
Hound Lodge Enhancements	325
Edwalton Community Facility	500
Support for registered housing providers	2,440
<b>Total to re-phase</b>	<b>3,756</b>

- 4.9 The remaining £2.212m underspend is due to the following main areas:
- £1m travellers site acquisition – no sites have been identified, this provision will potentially be removed later in the year
  - £0.319m Rushcliffe Oaks Crematorium – £0.550m was set budgeted for post opening enhancement works and potential VAT liability if partial exemption calculation is breached. Drainage and paving works have taken place but there are currently no further commitments. There is potential for an underspend to be released later in the year
  - £0.248m Bingham Arena – allowance to cover any post opening enhancements, no commitments made to date, potential for an underspend to be released later in the year
  - £0.330m contingency is currently unallocated.
- 4.10 The current projected overall variance means that any borrowing requirement can be met from internal resources with no recourse to borrow externally this financial year.

### **Pressures Update**

- 4.11 The legacy of COVID and international conflict has had a significant impact on inflation in recent years which has increased costs specifically around pay, contracts and utilities and the associated increase in cost of living could have implications for collection rates and income from fees and charges.
- 4.12 Inflation peaked in October 2022 at 11.1%, this has steadily reduced to 2% as at June 2024, however the legacy increase means higher costs are ‘baked-in’ to the base budget. The budget has been set with inflation levels of between 3%-8% and should therefore be insulated against any fluctuations. If inflation starts to rise then interest rates may also increase, this remains an ongoing risk.
- 4.13 The position on collection rates (see Table 4 below) will continue to be monitored. Given the challenges on residents and businesses this represents

a relatively positive position. Business rates tend to be skewed due to the high amount of reliefs businesses receive at the start of the year.

**Table 4: Collection Rates Quarter 1**

Description	Q1 2024/25	Q1 2023/24	Increase/(Decrease)
Sundry Debtors	96.13%	95.01%	1.12%
Council Tax	29.4%	29.61%	(0.21%)
Business Rates	38.2%	41.16%	(2.96%)

4.14 The Council's Transformation and Efficiency Plan (TEP), or Productivity Plan, is designed to meet emerging financial challenges. In 2024/25 the three most significant savings targets are income from Green Bin Collection (£0.238m), income from car parks (£0.214m) both due to increases in fees and charges which have been applied in 2024/25, and Leisure Management contract savings (£0.228m). At quarter 1 a total of £0.173m of savings have been achieved against a target of £0.183m.

4.15 The value of the Council's Multi Asset investment or pooled funds is currently at £13.974m as at 30 June 2024), a £1.025m loss against original investment. It should be noted that whilst the value of the assets does fluctuate, the returns from these investments are stable and represent a healthy proportion (20%) of the Council's overall return on investments. When the capital appreciates in value the Council's revenue position will benefit. They are long term investments and form part of the Council's Treasury Management Strategy approved by Full Council as part of the (MTFS). It should also be noted that the statutory override currently in place has been extended to April 2025, it is prudent to maintain a reserve whilst we retain such investments. The Council hold £1.173m in reserves to smooth the impact of movements in value. We have recalculated the provision, liaising with the Council's Treasury advisors. It is proposed that a further £0.378m is added from in year efficiencies in line with this advice.

### **Conclusion**

4.16 The revenue position remains relatively healthy but the position can quickly change as this reflects the position after 3 months and mindful of the risks (section 6).

4.17 The position on capital is currently positive although in the long-term resources are diminishing and headroom in the budget will be required to ensure future capital commitments can be met. There will still be no need to externally borrow this financial year. Challenges can arise during the year, such as sourcing labour and materials and inflated costs, which may still impact on the projected year end position, and this will continue to be reported.

4.18 The Council still has its own challenges such as meeting its own environmental objectives and positively upside risks to provide more employment opportunities, and economic and environmental development in

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

### **Performance Monitoring – Corporate Strategy 2024-27**

- 4.19 The Corporate Strategy 2024-27 was approved at Council on 7 December 2023. The four themes contained within the 2019-2023 Strategy have been retained and The Environment will continue to be a major priority both in the medium and longer term. This is the first report of the new Strategy and performance will be monitored by theme to better show how corporate tasks and performance indicators for each of the four corporate priorities are progressing. The full corporate scorecard is in **Appendix F**.

### **The Environment**

- 4.20 The Corporate Strategy 2019-23 pushed forward actions to improve the environment in Rushcliffe, with major investment made in large projects like Bingham Arena and Rushcliffe Oaks Crematorium. The Council has an ambitious target to achieve net-zero carbon emissions in its own operations by 2030 and much of the planned activity in the next four years will be focussed on this aim.

There are two strategic tasks:










- **Deliver the Climate Change Strategy 2021-2030** – the introduction of Bingham Arena and the Crematorium have briefly caused emissions to increase. However, the Council has still made 60% progress towards its target, and this will be further improved by the switch to using biofuel for the Council's refuse fleet. In addition, work is underway to replace other fleet vehicles with electric vehicles.
- **Implement the Environment Act commitments** – this is showing as 20% progress. New legislation has been introduced which will change the way the Council collects household waste. Work is underway with other districts, the County Council and Veolia to put the necessary infrastructure in place to collect glass at the kerbside by April 2026 and food waste from the kerbside by October 2027.

There are seven performance indicators in this theme and two of them have not met their target:

- **Percentage of household waste sent for reuse, recycling and composting** – there is currently a national reduction in waste being presented for recycling. For Rushcliffe, the figure is dependent not just on the amount of recyclable materials collected in the blue bins, but also

includes glass collected from bring sites and the tonnage of garden waste collected from green bins which can be affected by the weather.

- Percentage recycling contamination rate** – this target was marginally missed by 2.13%. Contamination levels are measured by Veolia (NCC disposal contractor) on a monthly basis during a sampling process of waste collected and disposed of in the blue recycling bin; however, it should be noted that the sample rate is relatively small. Clearly gross contamination levels such as nappies can lead to a reduction in the overall recycling rate however much of the contamination reported will be resolved when other plastic items are included in the new input specification by Veolia when changes to what can go in the blue bin come into place in April 2026. In the meantime, the Council has already responded by developing an action plan to continue to help reduce the wrong items going in the blue bin including a current social media campaign, working with collection crews and residents, and a focus on hard-to-reach communities and communal bin areas which can sometimes lead to higher levels of contamination.

ENVIRONMENT									
Strategic Tasks					Performance Indicators				
 0	 2	 0	 1	 3	 1	 2	 1	 0	
No exceptions					Two exceptions: <ul style="list-style-type: none"> <li>Percentage of household waste sent for reuse, recycling and composting</li> <li>Percentage recycling contamination rate</li> </ul>				

### Quality of Life

4.21 Rushcliffe is renowned for providing excellent community facilities for residents and will continue to do so by delivering the Rushcliffe Leisure Strategy 2021-2027. The other task in this theme is Being an active partner in the delivery of the East Midlands Devolution Deal, which is expected to bring extra funding to the whole Derbyshire / Nottinghamshire area. By maximising involvement in the future of the combined authority, Rushcliffe can benefit from the future prosperity that this new Mayoral area provides.










- Be an active partner in the delivery of the East Midlands Devolution Deal** – progress is currently 30%. The Leader and Deputy Leader have both been allocated places on the East Midlands Combined County Authority (EMCCA) committees (Transport and Overview, and Scrutiny) and will attend to represent all districts. Rushcliffe has been allocated

funding for the Local Area Energy Plan for Rushcliffe by EMCCA. This work has been procured and will be delivered over the next 12-24 months. The Chief Executive is the Nottinghamshire Districts representative on the Environment Officer Working Group and colleagues are engaging with workstreams around homelessness and tourism. Ratcliffe on Soar Power Station will close on 30 September 2024 and the future of that site continues to be regionally significant. The Chief Executive chairs a Ratcliffe Forum which links Uniper with the Freeport, EMCCA, Nottinghamshire County Council and various government agencies.

- **Deliver Rushcliffe’s Leisure Strategy 2021-2027** – progress is currently at 20%.

There are 11 quality of life performance indicators, only one is an exception:

- **Percentage usage of community facilities** - positive signs of usage growth has been seen in most areas, however usage of Gamston Community Hall and Sir Julian Cahn is lower than we would like. The Council has responded by developing a robust marketing plan. We have also taken additional regular booking for taekwondo and Little Kickers at Gamston Community Hall which will show up in July usage statistics.

QUALITY OF LIFE									
Strategic Tasks					Performance Indicators				
 0	 2	 0	 0	 9	 0	 1	 0	 1	
No exceptions					One exception: <ul style="list-style-type: none"> <li>• Percentage usage of community facilities</li> </ul>				

### Sustainable Growth










4.22 The Core Strategy is due to be replaced by the Greater Nottingham Strategic Plan which will largely determine development up to 2041.

There are five strategic tasks:

- **Provide community leadership in the redevelopment of the Ratcliffe on Soar site, during and post decommissioning of the power station** – 20% progress. Arrangements are in place for a Community Forum in September.
- **Implement Levelling-up and Regeneration Bill commitments** – all current requirements of the Levelling Up and Regeneration Act 2023 have been met in the last monitoring year. Secondary legislation is expected which may lead to further requirements, however no timescales have been provided. Therefore, no work has been required so far this year.



- **Adopt a Greater Nottingham Strategic Plan** – currently 60% progress. A timetable is in place and the submission of a draft plan is expected in March 2025 with adoption of the plan anticipated to be in June 2026.
- **Develop and deliver an Economic Growth Strategy for the Borough** – 10% progress. Public consultation done in April to inform priorities. An executive summary document produced for consultation and adoption of full the strategy is due in October.
- **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** – currently 40% progress. Fairham land is being developed, both commercial and residential sites. Bingham housing development sites have progressed as the build out continues.

SUSTAINABLE GROWTH								
Strategic Tasks				Performance Indicators				
 0	 5	 0	 0	 5	 0	 0	 2	 4
No exceptions				There are no exceptions.				










### Efficient Services

4.23 The Council strives to deliver services in the most efficient way. New ways of working and cost saving where possible will be sought during the four years of this Strategy. There are three strategic tasks within this priority:

- **Deliver good value for money in Council operations for residents** – current progress is 11% and being monitored through the year with the Medium-Term Financial Strategy (MTFS).
- **Participate in an LGA Corporate Peer Challenge and implement recommendations** – progress is 70%. A number of key recommendations have already been implemented e.g. establish a corporate project management office, revise RBC values, with others in progress.
- **Conduct a review of the Council's asset base** – current progress at 5%. This task will be a multi-year project; work has commenced but will gather pace in the latter half of 2024/25 and through 2025/26.

There are 11 performance indicators falling under the Efficient Services priority. Four are exceptions at this stage of the year:

- **Income from all activities at Rushcliffe Oaks** –The income is far higher than June 2023 when it was £79,954. The income stream fluctuates according to demand which varies across the year and is anticipated will increase in the winter months, the additional marketing work as reported to Growth and Development Scrutiny recently is also supporting the increase compared to last year. The quieter period has enabled maintenance work in relation to both the cremator and the grounds.
- **Percentage of complaints responded to within target times** – 2 out of 16 responses missed the 10-day target. One of these resulted from an officer leaving and having to pass on the completion of the response.
- **Streetwise income from external customers and key partners** – good progress is being made with the Streetwise business plan in terms of targeting key public sector partners within Rushcliffe. As a result, annual contract income has increased to over £70,000 per annum, which is invoiced on a quarterly basis. A number of external work packages have been won, including shrub maintenance, epicormic and pollarding which will be delivered by grounds maintenance and tree teams throughout the remainder of the year. The overall number of one-off work requests continues to increase and these total £60,000 for the first quarter (payments yet to show), which is balanced with the work from internal Rushcliffe service areas. Further to this, Streetwise have been awarded the full £27,500 grant in partnership with Keep Britain Tidy and the Chewing Gum Taskforce to remove gum litter from various parts of the Borough. This is the second successful application where Streetwise have received the full amount of funding available. At this stage of the year, the total annual income target looks achievable.
- **Income generated from community buildings** – positive signs of usage growth has been seen in most areas, however usage (and therefore income) of Gamston Community Hall and Sir Julian Cahn is lower that we would like. The Council has responded by developing a robust marketing plan. We have also taken additional regular booking for taekwondo and Little Kickers at Gamston Community Hall which will show up in July usage statistics.

EFFICIENT SERVICES								
Strategic Tasks				Performance Indicators				
 0	 3	 0	 0	 22	 3	 4	 0	 0

EFFICIENT SERVICES	
No exceptions	Four exceptions: <ul style="list-style-type: none"> <li>• Income from all activities at Rushcliffe Oaks</li> <li>• Percentage of complaints responded to within target times</li> <li>• Streetwise income from external customers and key partners</li> <li>• Income generated from community buildings</li> </ul>

## 5. Risks and Uncertainties

- 5.1. Failure to comply with Financial Regulations in terms of reporting on both revenue and capital budgets could result in criticism from stakeholders, including both Councillors and the Council's external auditors.
- 5.2. Areas such as income can be volatile and are particularly influenced by public confidence and the general economic climate and Government legislation. The impact of this remains to be seen at this stage but is being closely monitored. Areas of risk include, but are not exclusive to, planning and the crematorium particularly dependent on changes in demand.
- 5.3. Any delay in anticipated capital receipts will mean that a higher level of temporary internal borrowing will be required. This can, however, be accommodated due to the level of cash reserves. There will be an opportunity cost by way of lost interest on sums invested. There remains a risk in the event of the need to borrow externally that the cost to the Council would be significant due to the level of interest rates.
- 5.4. The Council needs to be properly insulated against potential risks hence the need to ensure it has a sufficient level of reserves, as well as having the ability to use reserves to support projects where there is 'upside risk' or there is a change in strategic direction. Sufficient reserve levels are critical in ensuring the Council can withstand the financial shocks and maintaining sufficient reserves to address significant risks remains a key objective of the Council's MTFS and is good financial practice.
- 5.5. There remains much uncertainty as the new Government starts to legislate for, and implement, new policies. Areas of uncertainty in particular concern planning and waste reform as we continue to be vigilant.

## 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. It supports the delivery of a balanced budget.

## 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) the expected revenue budget efficiency for the year of £1.106m and proposals to earmark this for cost pressures given at para 4.5 and Table 2
- b) the projected capital budget efficiencies of £5.968m including the reprofiling of provisions totalling £3.756m (para 4.8 and Table 3)
- c) the expected balanced outturn position for special expenses (para 4.6); and
- d) exceptions to judge whether further information is required.

<b>For more information contact:</b>	Peter Linfield Director of Finance and Corporate Services Tel: 0115 9148 439 plinfield@rushcliffe.gov.uk
<b>Background papers available for Inspection:</b>	Council 7 March 2024 – 2024/25 Budget and Financial Strategy Cabinet 9 July 2024 – Financial Outturn Report 2023/24
<b>List of appendices:</b>	<b>Appendix A</b> – Revenue Outturn Position 2024/25 – June 2024 <b>Appendix B</b> – Revenue Variance Explanations – June 2024 <b>Appendix C</b> – Capital Programme 2024/25 – June 2024 <b>Appendix D</b> – Capital Variance Explanations June 2024 <b>Appendix E</b> – Special Expenses Monitoring June 2024 <b>Appendix F</b> – Strategic Performance Scorecard

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## Projected Revenue Outturn Position 2024/25 – June 2024

	Original Budget £000	Revised Budget £000	Projected Outturn £000	Projected Variance £000
Chief Executive	1,524	1,562	1,534	(28)
Development & Economic Growth	482	569	570	1
Finance & Corporate	4,952	4,875	4437	(438)
Neighbourhoods	7,824	8,198	7,911	(287)
<b>Sub Total</b>	<b>14,782</b>	<b>15,204</b>	<b>14,452</b>	<b>(752)</b>
Capital Accounting Reversals	(1,895)	(1,895)	(1,895)	0
Minimum Revenue Provision	1,178	1,178	1,178	0
<b>Total Net Service Expenditure</b>	<b>14,065</b>	<b>14,487</b>	<b>13,735</b>	<b>(752)</b>
Grant Income (Including New Homes Bonus)	(2,125)	(2,125)	(2,227)	(102)
Business rates (Including SBRR)	(5,763)	(5,763)	(6,015)	(252)
Council Tax	(8,347)	(8,347)	(8,347)	0
Collection Fund Deficit	(32)	(32)	(32)	0
<b>Total Funding</b>	<b>(16,267)</b>	<b>(16,267)</b>	<b>(16,621)</b>	<b>(354)</b>
<b>Net Transfer to/(from) Reserves</b>	<b>(2,202)</b>	<b>(1,780)</b>	<b>(2,886)</b>	<b>1,106</b>
Homes for Ukraine ringfenced reserve				158
West Bridgford town centre regeneration (Central Avenue)				500
Increase IFRS 9 (Treasury Capital Depreciation Reserve)				378
Economic Growth				70
<b>Total Committed from underspend</b>				<b>1,106</b>
<b>Net Budget Deficit/(Surplus)</b>				<b>0</b>

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## Revenue Variance Explanations

### Adverse variances in excess of £25,000

Department	Reason	Projected Outturn Variance £000
<b>Development &amp; Economic Growth</b>		
Planning & Growth	Cost of planning appeals and enforcement	130
<b>Neighbourhoods</b>		
<b>Depot &amp; Contracts</b>	Edwalton Golf Course budgeted profit £61k against projected £40k loss due to extended course closure following a very wet winter and spring	101
Depot & Contracts	Sales of waste bins to developers	35
Strategic Housing	Lettings system upgrade	41
Streetwise	Vehicle maintenance	47
<b>Total Adverse Variances</b>		<b>354</b>

### Favourable variances in excess of £25,000

Department	Reason	Projected Outturn Variance £000
<b>Chief Executives</b>		
Legal Services	Vacant post	(30)
<b>Economic Growth &amp; Development</b>		
Economic Development	UKSPF management fee and joint authority contribution to post	(82)
Planning & Growth	IDOX cloud savings	(30)
<b>Finance &amp; Corporate Services</b>		
Financial Services	Investment income	(250)

Department	Reason	Projected Outturn Variance £000
Financial Services	Vacant post	(33)
Revenues & Benefits	Council tax costs recovered	(55)
Customer Services and Performance Management	Vacant post	(50)
<b>Neighbourhoods</b>		
Environmental Health	IDOX cloud savings £30k, Homes for Ukraine carry forward not fully committed £158k	(187)
Strategic Housing	Additional homelessness funding	(145)
Depot & Contracts	Leisure Management contract	(128)
Depot & Contracts	Eastcroft Depot rent	(47)
Community Development	All weather pitch hire income exceeding budget	(27)
<b>Total Favourable Variances</b>		<b>(1,064)</b>
<b>Other Minor variances</b>		(42)
<b>Total Variance</b>		<b>(752)</b>

**Capital Programme 2024/25 – June 2024**

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Expenditure Summary	Original Budget £000	Current Budget £000	Projected Actual £000	Projected Variance £000	Comments
Development and Economic Growth	2,950	3,760	1,591	(2,169)	£1m for acquisition of traveller site is not committed and can potentially be removed from the programme later in the year; £576k for post opening enhancements for Bingham Arena and Rushcliffe Oaks are not yet committed; £491k schemes to be reprofiled to 2025/26.
Neighbourhoods	7,829	12,354	8,909	(3,445)	£2.5m support for registered housing providers not committed; £825k schemes to be reprofiled to 2025/26 (Edwalton Community Facility £500k and £325k Hound Lodge)
Finance and Corporate Services	150	276	252	(24)	
Contingency	150	330	0	(330)	Capital contingency not yet allocated.
<b>Total Expenditure</b>	<b>11,079</b>	<b>16,720</b>	<b>10,752</b>	<b>(5,968)</b>	
<b>Financing Analysis</b>					
Capital Receipts	(2,989)	(5,596)	(3,720)	1,876	Capital contingency part funded by capital receipts is not yet allocated; £925k scheme reprofiling; £567k for post opening enhancements at Bingham Arena and Rushcliffe Oaks
Government Grants	(2,745)	(4,315)	(4,283)	32	
Use of Reserves	(2,053)	(2,910)	(1,290)	1,620	Capital contingency part funded by use of reserves is not yet allocated; £1m traveller site to be funded from New Homes Bonus but this is not yet committed; expenditure on investment property to be reprofiled to 2025/26
Grants/Contributions	0	(37)	(37)	0	
Section 106 Monies	(3,292)	(3,862)	(1,422)	2,440	Support for registered housing providers funded from S106's not yet committed (see above).

Borrowing	0	0	0	0	
<b>Total Funding</b>		<b>(16,720)</b>	<b>(10,752)</b>	<b>5,968</b>	
<b>Net Expenditure</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	

## Capital Variance explanations 2024/25 – June 2024

	Current Budget £000	Budget YTD £000	Actual YTD £000	Variance £000	Projected Actual £000	Variance £000	Comments
<b>Development and Economic Growth</b>							
REPF Capital Grants	520	130	38	(92)	491	(29)	Rural England Prosperity Fund nearly wholly committed. Two grants totalling £71k from 2023/24 now due to be released in 2024/25. 2024/25 new grant allocation £447k.
UKSPF Capital Grants (UK Shared Prosperity Fund)	145	36	47	11	145	0	£8k grant commitment brought forward plus 2024/25 grant approvals £137k.
Manvers Business Park Enhancements	300			0	100	(200)	Roller shutters to be replaced. £200k Roof repairs to be re-profiled to 2025/26
Unit 10 Moorbridge Enhancements	240			0	140	(100)	£40k for Electric Vehicle Charging Points and £10k for Cleaner Store. Compliant Vehicle Wash to be commissioned up to 50k and works to the internal layout for health and safety reasons estimated £40k. £100k to be reprofiled to 2025/26.
Bridgford Park Kiosk	25			0	0	(25)	Planning approval obtained to construct a dedicated staff toilet for the kiosk. Building regs application to be made and works to be tendered. Scheme to be reprofiled to 2025/26

	Current Budget £000	Budget YTD £000	Actual YTD £000	Variance £000	Projected Actual £000	Variance £000	Comments
Colliers Business Park Enhancements	16			0	0	(16)	Installation of barriers and bollards for security to be assessed. Guttering and cladding under review. Not urgent, to be reprofiled to 2025/26.
Highways Verges: Cotgrave/Bingham/CB	190			0	190	0	Officer investigation of sites continues to prioritise work plan. This is a complicated process, but it is anticipated that Woodview will be first as we own the land. Highways Authority will need to be consulted - possible use of SLA to enable NCC to lead and commission VIA.
Traveller Site Acquisition	1,000			0	0	(1,000)	No sites identified, no commitments. Provision can potentially be removed later in the year.
RCCC Premises	35			0	23	(12)	IT infrastructure/furniture
Cotgrave Phase 2	38			0	38	0	Hard landscaping works have commenced; soft landscaping will be undertaken Oct/Nov time.
Bingham Arena	250	0	2	2	2	(248)	Residual £250k provision to meet any post opening enhancements for Bingham Arena and Enterprise Centre. Nothing committed yet but Clerk of Works fees paid.
Water Course Improvements	210			0	210	0	Works being scoped, need clearance for the Environment Agency. Provisional £150k UKSPF funding.

	Current Budget £000	Budget YTD £000	Actual YTD £000	Variance £000	Projected Actual £000	Variance £000	Comments
The Point	40			0	15	(25)	Ramp roller shutter to be done but not wholly committed - remainder to be reprofiled to 2025/26
Bingham Market Place Improvements	6			0	6	0	Minor paving enhancements may be required.
Devonshire Railway Bridge	100			0	0	(100)	VIA inspection identified some remedial work but not urgent. Scheme to be reprofiled to 2025/26.
Walkers Yard 1a/b and 3	70			0	0	(70)	Works not committed and use of unit 3 under review. Some enhancement works may need to be undertaken in 2024/25 but there are no commitments yet.
Rushcliffe Oaks Crematorium	550	53	7	(46)	231	(319)	£150k of this provision may be required for VAT if the partial exemption calculation is breached. £400k to address any post opening enhancement works required. Drainage and paving works undertaken.
Keyworth Cemetery	25			0	0	(25)	Surveys undertaken. Works to be agreed with the Diocese. Quotes to be sourced. No commitments yet. To be reprofiled to 2025/26.
	<b>3,760</b>	<b>219</b>	<b>94</b>	<b>(125)</b>	<b>1,591</b>	<b>(2,169)</b>	

	Current Budget £000	Budget YTD £000	Actual YTD £000	Variance £000	Projected Actual £000	Variance £000	Comments
<b>Neighbourhoods</b>							
Vehicle Replacement	647	162	81	(81)	576	(71)	2 new electric buggies for the country park acquired.
Support for Registered Housing Providers	2,500			0	60	(2,440)	£24k due in 2024-25 for remaining 3 units practical completion on Garage Sites Phase 2; plus £36k for 1 affordable housing unit at Ruddington. Meetings taking place with RPs/Developers and Homes England to explore opportunities to commit the provision.
Discretionary Top Ups	45	11	16	5	45	0	Due to spending pressures on Mandatory DFGs, Cabinet 12.07.22 approved amendment of the policy to temporarily suspend use of the Discretionary pot until a review of the national formula allocation is undertaken. This provision is to meet existing commitments.
Disabled Facilities Grants	1,051	263	187	(76)	1,003	(48)	There is continued pressure on the Mandatory DFG provision. RBC has had to commit its own resources to support service delivery. It is hoped that additional grant will be awarded later in the year.
Hound Lodge Enhancements	325			0	0	(325)	Works paused whilst asset review of Hound Lodge completed. Sum not committed. To be reprofiled into 2025/26.



	Current Budget £000	Budget YTD £000	Actual YTD £000	Variance £000	Projected Actual £000	Variance £000	Comments
Arena Enhancements	65			0	65	0	Some work required to upgrade reception and corridor floors. Work also to be undertaken on fire dampers.
Car Park Resurfacing	79			0	65	(14)	Bridgford Road works complete.
Cotgrave & Keyworth Leisure Centre Enhancements	4,056	720	12	(708)	4,056	0	Work in progress. Salix Grant Funding of £1.215m awarded which needs 12% match funding £146k from the Climate Change Reserve. £730k redirected to CLC/BLC from Bingham Arena underspend; £780k Strategic CIL allocated; and £250k Lottery Grant for PV at CLC. Project slightly behind schedule but still aiming for Sept/Oct start on site. Could be opportunity to allocate for additional UKSPF funding.
Edwalton Golf Club Enhancements	30			0	30	0	Sum not yet committed. 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. Need to do work in Sept/Oct for flood work - SUD Consultant preparing costed action plan and will require specialist contractor.
Old Bingham Leisure Centre Improvements	100			0	100	0	Sum for improvements to Athletics Track subject to a pre-app with planning.

	Current Budget £000	Budget YTD £000	Actual YTD £000	Variance £000	Projected Actual £000	Variance £000	Comments
SAFE4HEARTS UKSPF	3			0	0	(3)	No further installations, sum to be returned to UKSPF Capital pot.
Gresham Sports Park Redevelopment	68			0	68	0	Moving shipping container (order placed) and CCTV improvements (following ASB/crime issues). Further work on swale and trees required. UKSPF allocation could be made.
RETROFIT Grants	583			0	583	0	New Government Initiative. Contract in place. Survey works have commenced.
Gamston Community Centre Enhancements Special Expense	130			0	130	0	Sum for decarbonisation works. Successful Salix bid. Tender to be drafted over summer and managed by procurement framework.
Lutterell Hall Enhancements Special Expense	50			0	0	(50)	Sum not required; request to redirect to Teen Play Provision at West Park.
Home Upgrade Grant HUG2 Green Energy Grants	890			0	890	0	New initiative, fully funded by Government Grant. Awaiting grant monies.
Rushcliffe Country Park Play Area	97			0	97	0	Works are complete, payments to be processed. Site opened June 2024.
External Door/Window Upgrades Various Sites	46			0	0	(46)	To be undertaken ad hoc, no commitments yet.
Sharphill Paths Special Expense	7			0	7	0	Funded from UKSPF; works to be undertaken September 2024.

	Current Budget £000	Budget YTD £000	Actual YTD £000	Variance £000	Projected Actual £000	Variance £000	Comments
Bridge Field Access Imps Spec Exp	53	40	38	(2)	53	0	Works nearly completed. £20k funded from UKSPF; £25k Neighbourhood CIL; and £8k from Special Expense Capital Reserve.
Alford Road Football Pitches	28			0	30	2	Order placed. £25k funding from Neighbourhood CIL; £3.4k Football Foundation Grant. Projected minor overspend.
Edwalton Community Facility Spec Exp	750			0	250	(500)	Detailed design and cost plan to be drawn up. Delivery of scheme to be agreed. £250k UKSPF allocated here - total is £750k - looking at legal agreement for stage payments to allocate UKSPF before end of March 2025. Reprofile £500k to 2025/26.
Greythorn Drive Play Area Spec Exp	106			0	106	0	Scheme to be funded from S106 Contribution. Practical completion of the Play Area element 05.07.24; Mini MUGA still to be completed.
Bridgford Park and Bridge Field Play Areas Spec Exp	134			0	134	0	£75k UKSPF funding allocated; £57k S106; and balance from reserves. Anticipated tender specification September 2024.
The Hook Works	6				6	0	Works required to the ditch at Hook Nature Reserve funded from UKSPF

	Current Budget £000	Budget YTD £000	Actual YTD £000	Variance £000	Projected Actual £000	Variance £000	Comments
West Park Julien Cahn Pavilion Special Expense	505		4	4	555	50	Planning fee and surveys in advance of works. Detailed design and cost plan to be drawn up. Part funded by UKSPF, £100k (may need to reallocate if timescales slip) – Property Manager appointing GEP to do design (also covering Gamston). Property Manager progressing scope for wider refurbishment work. £50k requested to be redirected from Lutterell Hall for Teen Play Areas at West Park.
	12,354	1,196	338	(858)	8,909	(3,445)	
<b>Finance and Corporate Services</b>							
Information Systems Strategy	276	38	17	(21)	252	(24)	Rollout of the ICT Alignment Strategy to meet business needs and embrace changing technology. Cloud Based Solutions now being assessed.
	<b>276</b>	<b>38</b>	<b>17</b>	<b>(21)</b>	<b>252</b>	<b>(24)</b>	
Contingency	330	0	0	0		(330)	Budget movement: Original Budget £150k £180k brought forward from 2023-24
	<b>330</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(330)</b>	
<b>Total Capital Programme</b>	<b>16,720</b>	<b>1,453</b>	<b>449</b>	<b>(1,004)</b>	<b>10,752</b>	<b>(5,968)</b>	





## Special Expenses Monitoring 2024/25 – June 2024

	2024/25 Original Budget £	Projected Outturn £	Projected Variance £	Reason
<b>West Bridgford</b>				
Parks & Playing Fields	486,700	487,800	1,100	
West Bridgford Town Centre	115,100	115,100	0	
Community Halls	101,300	109,900	(400)	
Contribution to deficit	7,300	7,300	0	
Annuity Charges	98,000	98,000	0	
Revenue Contribution to Capital Outlay	75,000	75,000	0	
Sinking fund (The Hook Skatepark)	20,000	20,000	0	
<b>Total</b>	<b>903,400</b>	<b>904,100</b>	<b>700</b>	
<b>Keyworth</b>				
Cemetery	9,600	9,600	0	
Annuity Charge	4,600	4,600	0	
<b>Total</b>	<b>14,200</b>	<b>14,200</b>	<b>0</b>	
<b>Ruddington</b>				
Cemetery	10,400	10,400	0	
<b>Total</b>	<b>10,400</b>	<b>10,400</b>	<b>0</b>	
<b>Total Special Expenses</b>	<b>928,000</b>	<b>928,700</b>	<b>700</b>	

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## Strategic Scorecard





### Tasks

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



### Performance Indicators









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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	

# Environment

Status	Strategic Task	Dates Due Date	Status Progress Bar
	ST2427_01 Deliver Rushcliffe's Climate Change Strategy 2021-2030	31-Mar-2030	<div style="border: 1px solid black; width: 100px; height: 15px; background-color: #4F81BD; text-align: center; color: white;">60%</div>
	ST2427_02 Implement the Environment Act commitments	31-Mar-2027	<div style="border: 1px solid black; width: 100px; height: 15px; background-color: #4F81BD; text-align: center; color: white;">20%</div>

Status	Ref.	Description	Q1 2024/25			2024/25	2023/24
			Value	Target	Long Trend	Target	Value
	CS_LINS01	Percentage of streets passing clean streets inspections	97.4%	97.5%		97.5%	96.8%
	CS_LINS06	Cumulative number of fly tipping cases (against cumulative monthly comparison for last year)	249	240		957	868
	CS_LINS14	Average NOx level for Air Quality Management Areas in the Borough	23µg/m <sup>3</sup>	40µg/m <sup>3</sup>		40µg/m <sup>3</sup>	25µg/m <sup>3</sup>
	CS_LINS18	Percentage of household waste sent for reuse, recycling and composting	51.08%	55.29%		50.00%	46.46%

There is currently a national reduction in waste being presented for recycling. For Rushcliffe, the figure is dependent not just on the amount of recyclable materials collected in the blue bins, but also includes glass collected from bring sites and the tonnage of garden waste collected from green bins which can be affected by the weather.

	CS_LINS20	Percentage recycling contamination rate	14.13%	12%		12%	-
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This target was marginally missed by 2.13%. Contamination levels are measured by Veolia (NCC disposal contractor) on a monthly basis during a sampling process of waste collected and disposed of in the blue recycling bin; however, it should be noted that the sample rate is relatively small. Clearly gross contamination levels such as nappies can lead to a reduction in the overall recycling rate however much of the contamination reported will be resolved when other plastic items are included in the new input specification by Veolia when changes to what can go in the blue bin come into place in April 2026. In the meantime, the Council has already responded by developing an action plan to continue to help reduce



the wrong items going in the blue bin including a current social media campaign, working with collection crews and residents, and a focus on hard-to-reach communities and communal bin areas which can sometimes lead to higher levels of contamination.











	CS_LINS23	Residual waste collected per household, in kilos	117.00	120.00		480.00	485.87
	CS_LINS77	Percentage reduction of CO2 from the Council's own operations (from 2008/09 baseline)	No data available – reported annually			-9%	

## Quality of Life




Status	Strategic Task	Dates Due Date	Status Progress Bar
	ST2427_03 Be an active partner in the delivery of the East Midlands Devolution Deal	31-Mar-2027	<div style="width: 30%;"><div style="background-color: #4a7ebb; height: 10px;"></div></div> 30%
	ST2427_04 Deliver Rushcliffe's Leisure Strategy 2021-2027	31-Mar-2027	<div style="width: 20%;"><div style="background-color: #4a7ebb; height: 10px;"></div></div> 20%










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Status	Ref.	Description	Q1 2024/25			2024/25	2023/24
			Value	Target	Long Trend	Target	Value
	CS_LINS25	Number of households living in temporary accommodation	7	18		18	13
	CS_LINS26a	Cumulative number of main housing duty decisions issued	15	20		80	61
	CS_LINS27a	Average length of stay of all households in temporary accommodation	4 weeks	11 weeks		11 weeks	6 weeks
	CS_LINS29a	Cumulative number of successful homelessness prevention outcomes	30	18		72	74
	CS_LINS31a	Percentage of applicants within Bands 1 and 2 rehoused within 26 weeks from the date of application	94%	60%		60%	84.92%
	CS_LINS32	Average number of weeks for all Home Search applicants to be rehoused through Choice Based Lettings	22 weeks	50 weeks		50 weeks	29.75 weeks

	CS_LINS51	Number of leisure centre users - public	334,486	310,350		1,241,500	1,187,612
Status	Ref.	Description	Q1 2024/25			2024/25	2023/24
			Value	Target	Long Trend	Target	Value
	CS_LINS52	Number of Edwalton Golf Courses users	14,425	10,500		42,000	39,234
	CS_LINS72b	Percentage usage of community facilities	45.3%	50%		50%	33.1%
<p>Positive signs of usage growth has been seen in most areas, however usage of Gamston Community Hall and Sir Julian Cahn is lower that we would like. The Council has responded by developing a robust marketing plan. We have also taken additional regular booking for taekwondo and Little Kickers at Gamston Community Hall which will show up in July usage statistics.</p>							
	CS_LINS80a	Percentage food businesses broadly compliant at first assessment/ inspection	91%	91%		91%	91%
	CS_LINS80g	All crime figures within Rushcliffe per 1000 per head of population	10.92	-		-	45.64




## Sustainable Growth

Status	Strategic Task	Dates Due Date	Status Progress Bar
	ST2427_05 Provide community leadership in the redevelopment of the Ratcliffe on Soar site, during and post decommissioning of the power station	31-Mar-2027	<div style="width: 20%;"><div style="width: 20%;"></div></div> 20%
	ST2427_06 Implement Levelling-up and Regeneration Bill commitments	31-Mar-2027	<div style="width: 0%;"><div style="width: 0%;"></div></div> 0%
	ST2427_07 Adopt the Greater Nottingham Strategic Plan	31-Mar-2027	<div style="width: 60%;"><div style="width: 60%;"></div></div> 60%
	ST2427_08 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	31-Mar-2027	<div style="width: 40%;"><div style="width: 40%;"></div></div> 40%
	ST2427_09 Develop and deliver an Economic Growth Strategy for the Borough	31-Mar-2027	<div style="width: 10%;"><div style="width: 10%;"></div></div> 10%












Status	Ref.	Description	Q1 2024/25			2024/25	2023/24
			Value	Target	Long Trend	Target	Value
	CS_LIDEG05	Percentage of appeals allowed against total number of Major planning applications determined by the authority	9.1%	10%		10%	2.3%
	CS_LIDEG06	Percentage of appeals allowed against total number of Non-Major planning applications determined by the authority	0.7%	10%		10%	0.4%
	CS_LIDEG07	Number of planning applications received	392	-		-	1580
	CS_LIDEG09	Number of Planning Application decisions issued	288	-		-	1380
	CS_LIDEG33	Number of new homes built	No data available – reported annually			-	Awaiting data

Status	Ref.	Description	Q1 2024/25			2024/25	2023/24
			Value	Target	Long Trend	Target	Value
	CS_LIDEG34	Area of new employment floorspace built (sq mtrs)	No data available – reported annually			-	Awaiting data
	CS_LIDEG41	Level of income generated through letting property owned by the Council but not occupied by the Council	£495,917	£496,292		-	£1911430
	CS_LIDEG50	Percentage of UKSPF and REPF funding allocated	98%	10%		100%	34%
	CS_LINS24	Number of affordable homes delivered	93	47		189	283
	CS_LINS60	Number of users of paid council car parks	Awaiting data	226,000		905,000	903,457
	CS_LINS61	Total car parking income	Awaiting data	£254,000		£1,019,000	£847,956.00

## Efficient Services





















Status	Strategic Task	Dates Due Date	Status Progress Bar
	ST2427_10 Deliver good value for money in Council operations for our residents	31-Mar-2027	<div style="border: 1px solid black; width: 100px; height: 15px; background-color: #e0e0e0; position: relative;"><span style="position: absolute; left: 0; top: 0; bottom: 0; right: 0; background-color: #0070c0; color: white; font-size: 8px;">11%</span></div>
	ST2427_11 Participate in an LGA Corporate Peer Challenge and implement recommendations	31-Mar-2027	<div style="border: 1px solid black; width: 100px; height: 15px; background-color: #0070c0; color: white; font-size: 8px;">70%</div>
	ST2427_12 Conduct a review of the Council's property asset base	31-Mar-2027	<div style="border: 1px solid black; width: 100px; height: 15px; background-color: #e0e0e0; position: relative;"><span style="position: absolute; left: 0; top: 0; bottom: 0; right: 0; background-color: #0070c0; color: white; font-size: 8px;">5%</span></div>



















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Status	Ref.	Description	Q1 2024/25			2024/25	2023/24
			Value	Target	Long Trend	Target	Value
	CS_LIDEG02 a	Percentage of major applications dealt with in 13 weeks or agreed period (10 or more houses) – quarterly	100%	70%		70%	85.4%
	CS_LIDEG03 a	Percentage of non-major applications dealt with in 13 weeks or agreed period (10 or more houses) – quarterly	91.1%	70%		70%	85.7%
	CS_LIDEG10 a	Priority 1 and 2 planning enforcement inspections carried out in target time	87.1%	80%	-	80%	-
	CS_LIDEG40 b	Percentage of council owned units occupied	99.41%	95%		95%	98.7%
	CS_LIDEG42	Percentage of privately owned industrial units occupied	94%	92%		92%	94.8%
	CS_LIDEG60	Number of cremations held at Rushcliffe Oaks	124	125		686	505

Status	Ref.	Description	Q1 2024/25			2024/25	2023/24
			Value	Target	Long Trend	Target	Value
	CS_LIDEG61	Income from all activities at Rushcliffe Oaks	£141,238	£159,060		£714,507	£483,054

The income is far higher than June 2023 when at £79,954. The income stream fluctuates according to demand which varies across the year and is anticipated will increase in the winter months, the additional marketing work as reported to Growth and Development Scrutiny recently is also supporting the increase compared to last year. The quieter period has enabled maintenance work in relation to both the cremator and the grounds.

	CS_LIFCS10	Percentage of invoices for commercial goods and services which were paid by the authority in payment terms	96.24%	98.00%		98.00%	97.86%
	CS_LIFCS15	Value of savings achieved by the Transformation Strategy against the programme at the start of the financial year	£0.173m	£0.178m		£0.712m	£0.322m
	CS_LIFCS20	Percentage of Council Tax collected in year	29.40%	29.97%		99.00%	99.10%
	CS_LIFCS21	Percentage of Non-domestic Rates collected in year	38.20%	32.29%			98.74%
	CS_LIFCS22 a	Average number of days to process a new housing benefit claim	11.46	13			9.23
	CS_LIFCS22 b	Average number of days to process a change in circumstances to a housing benefit claim	2.72	4			2.66
	CS_LIFCS22 c	Average number of days to process a new council tax reduction claim	14.78	18			13.68
	CS_LIFCS22 d	Average number of days to process a change in circumstances to council tax benefit claim	1.53	4			2.02
	CS_LIFCS33	Percentage of time when key ICT systems are unaffected by downtime	99.92%	99.5%		99.5%	99.64%
	CS_LIFCS43 a	Percentage of expected Councillors attending in-person training events this municipal year	53%	50%		50%	51.6%

	CS_LIFCS43 b	Percentage of Councillors completing e-learning mandatory e-learning modules this municipal year	26.13%	20%		20%	23.1%
Status	Ref.	Description	Q1 2024/25			2024/25	2023/24
			Value	Target	Long Trend	Target	Value
	CS_LIFCS52	Percentage of complaints responded to within target times	87.5%	95.0%		95.0%	92.7%
2 out of 16 responses missed the 10-day target. One resulted from an officer leaving and having to pass on the completion of the response.							
	CS_LIFCS62	Percentage increase in digital transactions	6.32%	1%		2%	6.15%
	CS_LIFCS65	Percentage of telephone enquiries to Rushcliffe Customer Service Centre resolved at first point of contact	94%	87%		87%	93%
	CS_LINS03	Percentage of town centres restored to Grade A cleanliness before 10am	94.4%	90%		90%	-
	CS_LINS04	Streetwise income from external customers and key partners	£27,500	£111,750		-	-
<p>Good progress is being made with the Streetwise business plan in terms of targeting key public sector partners within Rushcliffe and as a result annual contract income has increased to over £70,000 per annum, which is invoiced on a quarterly basis. A number of external work packages have been won, including shrub maintenance, epicormic and pollarding which will be delivered by grounds maintenance and tree teams throughout the remainder of the year. The overall number of one off work requests continue to increase and these total £60,000 for the first quarter (payments yet to show), which is balanced with the work from internal Rushcliffe service areas.. Further to this Streetwise have been awarded the full £27,500 grant in partnership with Keep Britain Tidy and the Chewing Gum Taskforce to remove gum litter from various parts of the borough. This is the second successful application where Streetwise have received the full amount of funding available. At this stage the total annual income target looks achievable.</p>							
	CS_LINS07a	Percentage of licensing applications processed within target time	95.1%	90%		90%	90.79%
	CS_LINS12	Average length of time for the approval of a DFG	3 weeks	12 weeks		12 weeks	8 weeks
	CS_LINS19b	Number of missed bins (residual, dry recycling and garden waste) reported	590	875		3,500	-

	CS_LINS49	Number of empty homes brought back into use	4	3		10	10
	CS_LINS73a	Income generated from community buildings	£24,116	£35,499		£142,000	£106,854.48
<p>Positive signs of usage growth has been seen in most areas, however usage (and therefore income) of Gamston Community Hall and Sir Julian Cahn is lower that we would like. The Council has responded by developing a robust marketing plan. We have also taken additional regular booking for taekwondo and Little Kickers at Gamston Community Hall which will show up in July usage statistics.</p>							
	CS_LINS73b	Income generated from parks, pitches and open spaces	£70,369	£54,900		£219,600	£277,332.99





## Corporate Overview Group

Tuesday, 3 September 2024

## Consideration of Scrutiny Group Work Programmes

### Report of the Director – Finance and Corporate Services

#### 1. Purpose of report

1.1. The terms of reference for the Corporate Overview Group accepted at Council in May 2019 clearly state that a key responsibility of this Group is to:

- Create and receive feedback on work programmes for the Growth and Development, Communities, and Governance Scrutiny Groups based on the Cabinet Forward Plan, Corporate Strategy, Medium Term Financial Strategy, Capital and Investment Strategy and Transformation 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 June 2024 to ensure they reflected the current priorities of the Council.

#### 2. Recommendation

It is RECOMMENDED that the Corporate Overview Group:

- a) consider any additional items for scrutiny from the current Cabinet Forward Plan, Corporate Strategy, Medium Term Financial Strategy, Capital and Investment Strategy and Transformation and Efficiency Programme/Productivity Plan (Appendix One)
- b) determine any additional topics to be included in a scrutiny group work programme for 2024/25 for each of the scrutiny groups as presented on newly submitted scrutiny requests (Appendix Two)
- c) review the current work programme for each of the scrutiny groups (Appendix Three).

#### 3. Reasons for Recommendation

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

#### **4. Supporting Information**

- 4.1. In March 2019, Council adopted a new structure for scrutiny comprised of one Corporate Overview Group and three additional Scrutiny Groups focused on Growth and Development, Communities, and Governance. The Corporate Overview Group is responsible for setting the work programmes for all scrutiny groups based on the Cabinet Forward Plan, Corporate Strategy, Medium Term Financial Strategy, Capital and Investment Strategy and Transformation and Efficiency Programme/Productivity Plan. Links to these documents can be found at Appendix One.
- 4.2. The Corporate Overview Group considers potential items for scrutiny (submitted by officers and Councillors on a Scrutiny Request Form) at each meeting of the Corporate Overview Group. These submissions are included at Appendix Two.
- 4.3. The Group is invited to discuss these and make a judgement about whether they should be included in the work programme for a particular scrutiny group during the coming year.
- 4.4. Appendix Three shows the work programmes for all scrutiny groups as agreed in June 2024 by the Corporate Overview Group. The Group is asked to consider if the work programmes remain appropriate and achievable for the current year.
- 4.5. Any additional items identified from the Cabinet Forward Plan, Corporate Strategy, Medium Term Financial Strategy, Capital and Investment Strategy and Transformation and Efficiency Programme/Productivity Plan, highlighted by members of the Group or raised by officers, should be assessed against the scrutiny request form to inform the decision to include them on a scrutiny group work programme.
- 4.6. It is important to note that the purpose of scrutiny is to:
  - scrutinise a topic in more depth than the Cabinet can in advance of a Cabinet decision with the purpose of informing the decision to be made by Cabinet
  - investigate topics of concern to residents resulting in recommendations to Cabinet with the purpose of improving Council services
  - monitor the progress of the Corporate Strategy to ensure the Council is meeting its stated priorities accepting that this may require more in-depth scrutiny of specific strategic projects at appropriate times
  - hold the Executive to account on behalf of the residents of the Borough to ensure sound decisions are made.
- 4.7. The Group is reminded that there will be cases in which scrutiny is not necessary or appropriate at this time. Officers will be clear in providing reasons where they feel this is the case. Councillors are also asked to be mindful of the resources available for scrutiny and listen to the advice of Officers present in the meeting.

## 5. Risks and Uncertainties

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

## 6. Implications

### 6.1. Financial Implications

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

### 6.2. Legal Implications

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

### 6.3. Equalities Implications

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

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

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

### 6.5. Biodiversity Net Gain Implications

There are no direct biodiversity net gain implications arising from the recommendations of this report.

## 7. Link to Corporate Priorities

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

## 8. Recommendations

It is RECOMMENDED that the Corporate Overview Group:

- a) consider any additional items for scrutiny from the current Cabinet Forward Plan, Corporate Strategy, Medium Term Financial Strategy,

Capital and Investment Strategy and Transformation and Efficiency Programme/Productivity Plan (Appendix One)

- b) determine any additional topics to be included in a scrutiny group work programme for 2024/25 for each of the scrutiny groups as presented on newly submitted scrutiny requests (Appendix Two)
- c) review the current work programme for each of the scrutiny groups (Appendix Three).

<b>For more information contact:</b>	Charlotte Caven-Atack 0115 9148 278 ccaven-atack@rushcliffe.gov.uk
<b>Background papers available for Inspection:</b>	None
<b>List of appendices:</b>	Appendix One – Document Links Appendix Two – Scrutiny Requests Appendix Three – Work Programmes 2024/25

**Links**

***Cabinet Forward Plan***

[Cabinet Forward Plan – August 2024](#)

***Corporate Strategy***

[Corporate Strategy 2024-2027 - Rushcliffe Borough Council](#)

***Medium Term Financial Strategy, Investment Strategy, Transformation Plan***

[Council – March 2024](#)

Appendix

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# Rushcliffe Borough Council – Scrutiny Request

<b>Councillor Request for Scrutiny</b>	
Councillor Gareth Williams	
<b>Proposed topic of scrutiny ...</b>	The health of our town and village centres
<b>I /We would like to explore ...</b>  It is helpful to include why you feel this topic requires scrutiny, what concerns you, what concerns are being raised with you, and how scrutiny will lead to better outcomes or services to residents.	The Council are producing an economic growth strategy and a key priority within that should be our town and village centres. They are not just important for our economy but also for quality of life within the Borough. As the Borough grows this creates an opportunity but also some challenges for our town centres. The Council recently commissioned retail reviews for each of our 7 larger town/village centres.  It would be good to understand: <ul style="list-style-type: none"> <li>• The outcome of those retail reviews – what is the data telling us</li> <li>• What is missing from our high street and what do we need to think about for the future of our high streets e.g. uses (banking hubs), community facilities, infrastructure etc.</li> <li>• The recommendations from the retail reviews</li> <li>• Best practice from other areas</li> <li>• What is proposed to be included in the economic growth strategy and supporting action plan.</li> </ul>
<b>I think this topic should be scrutinised because ...</b>  <b>(please tick)</b>	<input type="checkbox"/> Poor Performance Identified
	<input type="checkbox"/> Change in Legislation or Local Policy
	<input type="checkbox"/> Resident Concern or Interest
	<input type="checkbox"/> Cabinet Recommendation
	<input checked="" type="checkbox"/> Links to the Corporate Strategy
	<input type="checkbox"/> Other (please state reason)

<p><b>What outcomes are you seeking from this scrutiny?</b></p>	<p>To understand the current health of our high streets and town/village centres, what is being planned to be done and discuss other ideas and opportunities.</p>
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<p><b>Collaboration</b></p>	
<p><b>Matrix developed in conjunction with officers?</b></p>	<p>Yes</p>

Appendix



# Rushcliffe Borough Council – Scrutiny Request

Councillor Request for Scrutiny	
Councillors Parek, Mathews, Brown, Upton and Williams	
<b>Proposed topic of scrutiny ...</b>	Housing association customer service and maintenance
<p><b>I /We would like to explore ...</b></p> <p>It is helpful to include why you feel this topic requires scrutiny, what concerns you, what concerns are being raised with you, and how scrutiny will lead to better outcomes or services to residents.</p>	<p>...the service provided to our residents by housing association companies.</p> <p>I would like to know the number and names of housing associations involved with residents in Rushcliffe and in what Wards, and Parishes they operate.</p> <p>Concern at some evidence of a lack of quality maintenance of association properties – residents report difficulties in getting timely response to maintenance requests and report that some of the workmanship is of poor quality with no guarantees provided.</p> <p>Even when Councillors intervene the response is poor.</p> <p>We are not being updated with changes in Association contact details.</p> <p>We do not know what services association contracts provide for.</p> <p>Concern has been raised that some properties do not have up to date Gas Safety certificates which is a potential hazard.</p>
<p><b>I think this topic should be scrutinised because ...</b> <b>(please tick)</b></p>	<input checked="" type="checkbox"/> Poor Performance Identified
	<input type="checkbox"/> Change in Legislation or Local Policy
	<input checked="" type="checkbox"/> Resident Concern or Interest
	<input type="checkbox"/> Cabinet Recommendation
	<input checked="" type="checkbox"/> Links to the Corporate Strategy
	<input type="checkbox"/> Other (please state reason)

<p><b>What outcomes are you seeking from this scrutiny?</b></p>	<p>We would like to see improvement in the service which would be evidenced by a decrease in complaints. This maybe through bringing the associations to scrutiny or informing them of our concerns and requesting a review of services.</p> <p>A comprehensive list of associations with contact details to be supplied</p> <p>We would also like to see resident's and Councillor's provided with up to date contact details should issues arise.</p> <p>Should matters remain unresolved to be advised of officer liaison with association and outcomes.</p>
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<p><b>Collaboration</b></p>	
<p><b>Matrix developed in conjunction with officers?</b></p>	<p>No</p>

# Rushcliffe Borough Council – Scrutiny Request

Councillor Request for Scrutiny	
Councillor Gareth Williams	
<b>Proposed topic of scrutiny ...</b>	Playgrounds built on new developments
<p><b>I would like to explore ...</b></p> <p>It is helpful to include why you feel this topic requires scrutiny, what concerns you, what concerns are being raised with you, and how scrutiny will lead to better outcomes or services to residents.</p>	<p>With many of the strategic housing developments as part of section 106 agreement a play area is often included within the development. I'm wanting to know how these playgrounds are designed and what input local councillors can have. I fear these can get overlooked within the overall housing development. This can lead to a playground, which has basic equipment, safety aspects, something that isn't all weather practical but more importantly not appealing for children to visit and play on.</p> <p>Once the playground has been built, what safety inspections and obligations are there on the estate builders and housing management companies to maintain these playgrounds. Are these similar to what local councils have to meet?</p>
<p><b>I think this topic should be scrutinised because ...</b></p> <p><b>(please tick)</b></p>	<input checked="" type="checkbox"/> Poor Performance Identified
	<input type="checkbox"/> Change in Legislation or Local Policy
	<input checked="" type="checkbox"/> Resident Concern or Interest
	<input type="checkbox"/> Cabinet Recommendation
	<input checked="" type="checkbox"/> Links to the Corporate Strategy
	<input type="checkbox"/> Other (please state reason)
<p><b>What outcomes are you seeking from this scrutiny?</b></p>	Understanding on how we can deliver good playgrounds within new developments for our younger population.

Collaboration	
Matrix developed in conjunction with officers?	No

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## Work Programme 2024/25 – Corporate Overview Group

3 September 2024	<ul style="list-style-type: none"> <li>• Standing Items <ul style="list-style-type: none"> <li>○ Feedback from Scrutiny Group Chairmen</li> <li>○ Feedback from Lead Officer</li> <li>○ Consideration of Scrutiny Group Work Programmes</li> <li>○ Financial and Performance Management</li> </ul> </li> <li>• Rolling Items <ul style="list-style-type: none"> <li>○ Health and Safety Annual Report</li> <li>○ Business Continuity Strategy</li> <li>○ Update on Management of Open Spaces</li> </ul> </li> </ul>
19 November 2024	<ul style="list-style-type: none"> <li>• Standing Items <ul style="list-style-type: none"> <li>○ Feedback from Scrutiny Group Chairmen</li> <li>○ Feedback from Lead Officer</li> <li>○ Consideration of Scrutiny Group Work Programmes</li> <li>○ Financial and Performance Management</li> </ul> </li> <li>• Rolling Items <ul style="list-style-type: none"> <li>○ Customer Feedback Annual Report</li> </ul> </li> </ul>
25 February 2025	<ul style="list-style-type: none"> <li>• Standing Items <ul style="list-style-type: none"> <li>○ Feedback from Scrutiny Group Chairmen</li> <li>○ Feedback from Lead Officer</li> <li>○ Consideration of Scrutiny Group Work Programmes</li> <li>○ Financial and Performance Management</li> </ul> </li> <li>• Rolling Items <ul style="list-style-type: none"> <li>○ <a href="#">White Ribbon Action Plan</a></li> </ul> </li> </ul>
x June 2025	<ul style="list-style-type: none"> <li>• Standing Items <ul style="list-style-type: none"> <li>○ Feedback from Scrutiny Group Chairmen</li> <li>○ Feedback from Lead Officer</li> <li>○ Consideration of Scrutiny Group Work Programmes</li> <li>○ Financial and Performance Management</li> </ul> </li> <li>• Rolling Items <ul style="list-style-type: none"> <li>○ Diversity Annual Report and update on the Equality and Diversity Strategy</li> <li>○ Annual Update on Strategic Tasks</li> </ul> </li> </ul>

## Work Programme 2024/25 – Governance Scrutiny Group

19 September 2024	<ul style="list-style-type: none"> <li>• Risk Management Update</li> <li>• Going Concern</li> <li>• Capital and Investment Strategy Update</li> <li>• Internal Audit Progress Report</li> <li>• Statement of Account 2023/24</li> <li>• Audit Completion Report</li> </ul>
28 November 2024	<ul style="list-style-type: none"> <li>• Internal Audit Progress Report</li> <li>• Annual Audit Completion Report 2023/24</li> <li>• Capital and Investment Strategy Update</li> <li>• RIPA Review</li> </ul>
20 February 2025	<ul style="list-style-type: none"> <li>• Internal Audit Progress Report</li> <li>• Internal Audit Strategy</li> <li>• Risk Management – Update</li> <li>• Capital and Investment Strategy Update</li> <li>• External Annual Audit Plan</li> <li>• Asset Management Plan</li> <li>• Annual Audit Letter and Value for Money Conclusion</li> <li>• Capital and Investment Strategy 2024/25</li> </ul>
x May 2025	<ul style="list-style-type: none"> <li>• Internal Audit Progress Report</li> <li>• Internal Audit Annual Report</li> <li>• Annual Fraud Report</li> <li>• Annual Governance Statement (AGS)</li> <li>• Capital and Investment Strategy Outturn</li> <li>• Constitution Update</li> <li>• Code of Conduct</li> </ul>

### Work Programme 2024/25 – Growth and Development Scrutiny Group

	Items / Reports
23 October 2024	<ul style="list-style-type: none"><li>• Moved to 17 October 2024</li></ul>
29 January 2025	<ul style="list-style-type: none"><li>•</li></ul>
26 March 2025	<ul style="list-style-type: none"><li>• <a href="#">Management of Open Spaces on New Developments</a></li></ul>
x July 2025	<ul style="list-style-type: none"><li>•</li></ul>

### Work Programme 2024/25 – Communities Scrutiny Group

	Items / Reports
17 October 2024	<ul style="list-style-type: none"><li>• Accessible Housing Briefing (Joint Scrutiny Group)</li></ul>
23 January 2025	<ul style="list-style-type: none"><li>•</li></ul>
3 April 2025	<ul style="list-style-type: none"><li>• <a href="#">Carbon Management Plan Update</a></li></ul>
x July 2025	<ul style="list-style-type: none"><li>•</li></ul>

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