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Date: Monday, 9 June 2025

To all Members of the Corporate Overview Group

Dear Councillor

A Meeting of the Corporate Overview Group will be held on Tuesday, 17 June 2025 at 7.00 pm in the Council Chamber, Rushcliffe Arena, Rugby Road, West Bridgford to consider the following items of business.

This meeting will be accessible and open to the public via the live stream on YouTube and viewed via the link: <https://www.youtube.com/user/RushcliffeBC>
Please be aware that until the meeting starts the live stream video will not be showing on the home page. For this reason, please keep refreshing the home page until you see the video appear.

Yours sincerely



Sara Pregon
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 25 February 2025 (Pages 1 - 12)
4. Equality, Diversity and Inclusion Scheme Update and Diversity Annual Report 2024 to 2025 (Pages 13 - 44)

Report of the Chief Executive
5. Financial and Performance Management (Pages 45 - 96)

Report of the Director – Finance and Corporate Services
6. Review of Strategic Tasks (Pages 97 - 134)

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 135 - 146)

Report of the Director – Finance and Corporate Services

Membership

Chair: Councillor G Williams

Councillors: T Combellack, M Gaunt, H Parekh, L Plant, D Simms and L Way

Meeting Room Guidance

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

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National legislation permits filming and recording by anyone attending a meeting. This is not within the Council's control.

Rushcliffe Borough Council is committed to being open and transparent in its decision making. As such, the Council will undertake audio recording of meetings which are open to the public, except where it is resolved that the public be excluded, as the information being discussed is confidential or otherwise exempt



MINUTES OF THE MEETING OF THE CORPORATE OVERVIEW GROUP TUESDAY, 25 FEBRUARY 2025

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, L Plant, D Polenta, L Way and
G Williams

ALSO IN ATTENDANCE:

OFFICERS IN ATTENDANCE:

P Linfield

Director of Finance and Corporate
Services

D Banks

Director of Neighbourhoods

E Palmer

Communications and Customer
Services Manager

K Brennan

Finance Business Partner

T Coop

Democratic Services Officer

APOLOGIES:

Councillors P Matthews

27 Declarations of Interest

There were no declarations of interest.

28 Minutes of the meeting held on 19 November 2024

The minutes of the meeting held on 19 November 2024 were agreed as an
accurate record and were signed by the Chairman.

29 White Ribbon Action Plan

The Director – Neighbourhoods presented the Council's White Ribbon Action
Plan to seek re-accreditation as an employer, to become a White Ribbon UK
organisation.

The Group were reminded that at the Full Council meeting on 7 March 2024, a
motion was proposed by Councillor Calvert that the Council would seek re-
accreditation as a White Ribbon UK organisation and that progress on the
implementation of an Action Plan would be reported to the Corporate Overview
Group.

The Director – Neighbourhoods advised the Group that since the motion was

passed, a number of actions have been made, including:

- Establishment of a new White Ribbon Steering Group
- Completion and submission of the White Ribbon Accreditation Application
- Developed and submitted a 3-year White Ribbon action plan, which has been approved by the Accreditation Panel
- Communicated internally and externally the Council's commitment
- Raised awareness and signed up ambassadors and champions
- Provided training for Councillors through Broxtowe Women's Group
- Promotion of the 'It Starts with Men' campaign and White Ribbon Day

The Group were informed that the Steering Group is chaired by the Director – Neighbourhoods with the Strategic HR Manager taking on the White ribbon Lead Contact role for accreditation and facilitating the work of the group, which also includes key officers from across the Council.

The Group were asked to note the delivery of the Action Plan which shows the progression over the next three years, focusing on training, development of policies, collaboration with key partners and commitment to engage through national campaigns.

The next steps include:

- Specific training for staff on Violence Against Women and Girls (VAWG)
- Ensuring contractors used by the Council are aware of our commitment and expectations on VAWG
- Develop a Communication Plan for internal and external communications
- Ensure new starters are made aware of our White Ribbon accreditation within the induction process
- Encouraging local sports clubs to consider accreditation

The Director – Neighbourhoods in summarising explained that in terms of the Nottinghamshire Violence Against Women and Girls Strategy and its associated action plan, Rushcliffe Borough Council has supported the strategy in a number of ways and have captured these actions within its own White Ribbon Action Plan. These include:

- Delivery of Safer Streets CCTV Camera systems in West Bridgford and Bingham
- Attended a strategy relaunch event hosted by the Police and Crime Commissioner
- Domestic Abuse training for Councillors – hosted by Broxtowe Women's Group
- Officer attendance at the Nottinghamshire Domestic Abuse Local Partnership Board
- Officer Participation in the Multi-Agency Risk Assessment Conference
- Support for any Domestic Homicide Reviews along with implementation of learning across South Notts Community Partnership.

The Chair suggested promoting the campaign through the various Council owned community facilities such as Gresham, West Park and our leisure

centres. The Director – Neighbourhoods confirmed this will be a key element of the action plan, adding that the Sports and Development Officer is to action this stream of work and promote the campaign and awareness through the various sports clubs using Council venues.

Councillor Way had attended the training hosted by Broxtowe Women's Group and informed the Corporate Overview Group how excellent the training had been and how surprised and shocked she was at the statistics of physical abuse. She also added that abusers are not always men and felt the campaign 'It Starts with Men' and any future training needed to be broadened to include more diverse relationships.

Councillor Polenta raised a number of points around sub-contractors and whether the Council could insist that contractors are accredited, she asked what support was in place for employees and whether funding support available for staff and residents who fall victims to abuse. The Director – Neighbourhoods explained that the Council cannot insist a contractor is White Ribbon Accredited, but we can ensure they are aware that we foster this approach across all Council departments. With regards to staff support this is championed through the Councils Workplace Health function, which is headed up by the HR leadership team. With regards to support and funding for residents this would be managed by the Strategic Housing team and County Council, adding that Rushcliffe does operate a refuge for emergency housing at Hound Road, West Bridgford.

Councillor Williams highlighted the J9 Safer Places initiative that Bingham Town Council are encouraging local businesses and sports venues/clubs to sign up to and be made aware of.

The Chairman also highlighted the 'Ask Angela' scheme that helps support anyone feeling vulnerable on a night out to get the support they need and whether this scheme and the J9 scheme could be tied in to support the White Ribbon accreditation. The Director – Neighbourhoods explained that officers recognise that each of these organisations have their own independent campaigns within the voluntary sector and that it would be difficult for the Council to intervene and shape them as they have their own agendas. The Director – Neighbourhoods emphasised that the Council is not looking to replace any of these alternative organisations, but hopes to provide leadership across the Borough with the White Ribbon accreditation.

Councillor Plant thanked officers for the work being done and asked if data on incidents could be shared with the Group. Councillor Plant also asked what was being done to keep the message live and active in the public domain. The Communications and Customer Services Manager advised that there had been a campaign across the festive period at all the Council's customer services points with more campaigns to be delivered across the Council's social media platforms in line with the action plan. The Director – Neighbourhoods advised that there is ongoing conversations and staff training with colleagues at Streetwise and the campaign ambassadors and champions are undertaking training to assist with the campaign's promotion, adding that Councillor Inglis was the ambassador to promote the campaign for elected members.

The Group provided a number of suggestions for promoting the campaign, such as ambassadors attending and promoting the campaign at the Council's events, using the media screens in the offices and across the Council's contact points and leisure centres.

The Group were advised that the White Ribbon website had lots of information and support for anyone wanting to join the campaign and seek accreditation.

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

- a) Noted the progress made since the motion was passed, including confirmation of re-accreditation as a White Ribbon UK organisation
- b) Recognised the actions taken to date as listed in sections 4.2 and 4.7 of the report
- c) Noted the forthcoming actions as listed in section 4.6 of the report.

30 Financial and Performance Management

Financial Update

The Finance Business Partner presented the Council's quarter three financial position for 2024/25.

The Finance Business Partner informed the Group that at quarter three there is a predicted a net revenue efficiency of £2.164m, with significant variances highlighted in table 1 of the report. This represented a variance of 14.23% against a budgeted Net Service Expenditure and is proposed to be earmarked for any additional cost pressures and financial challenges, such as Simpler Recycling and Local Government Reorganisation.

The Finance Business Partner reported that there was a capital budget underspend projection of £4.4m, which includes rephasing of £0.556m to 2025/26 budget and other variations including £1.5m Land Acquisition whilst the Council continues to explore opportunities for suitable land for carbon offsetting.

The Group were advised that the overall budget variance is expected to be an efficiency of around £2.164m with proposals to earmark the in-year efficiencies for specific reserves as detailed at Appendix A of the report. At table 1 within the report the Group were provided with a summary of the main pressures and efficiencies with a further full summary of all significant variances at Appendix B of the report. At table 2 in the report, the Group were provided with the expected use of the projected underspend, including IT contracts and Treasury Capital Depreciation Reserves. The Group also noted the Organisation Stabilisation Reserve which highlights the uncertainty of Local government Reorganisation.

In concluding, the Finance Business Partner advised that the current projected overall variance does mean that any borrowing requirement can be met from internal resources with no need to borrow externally for this financial year.

Performance Monitoring

The Communications and Customer Services Manager presented the third report of the new Corporate Strategy 2024-27 and the performance monitored by each theme. A full corporate scorecard was provided at Appendix F attached to the report.

With regards to the **Environment**, the Group were advised of seven performance indicators, two of which had not met their target as follows:

Percentage of household waste sent for reuse, recycling and composting

– It was noted that there had been a considerable drop in garden waste tonnage collected, which has an adverse effect. However, overall recycling rates from both the grey and blue bins are consistent year on year.

Percentage recycling contamination rate – this has arisen from changes made to how contamination is measured by Veolia and this is being investigated by officers.

The Communications and Customer Services Manager advised the Group that further educational campaigns via the Council's social media platforms are planned to address some of these issues.

With regards to **Quality of Life** the Group were advised of 11 performance indicators, with one indicator not meeting its target as follows:

Percentage usage of community facilities – the usage for quarter three is 32.3% against a usage target of 50% - whilst the percentage usage of community facilities has not met its target this has been offset by the significant usage increase at the Council's pitches, primarily at Gresham Sports Park.

The Communications and Customer Services Manager informed the Group that officers were working hard on two projects to increase usage. The first being a complete refurbishment of the Sir Julien Cahn Pavilion at West Park and secondly the full replacement of the AV equipment at Rushcliffe Arena to reduce IT related issues and improve the productivity of the system for external bookings and income.

With regards to **Sustainable Growth** the Group were advised of 11 performance indicators all meeting their current targets.

With regards to **Efficient Services** the Group were advised of 25 performance indicators, with six exceptions not meeting their targets as follows:

Number of cremations held at Rushcliffe Oaks – Cremation numbers were reprofiled across the year reflecting the trend as seen in year one. However, feedback from funeral directors is that funeral services are quiet across the board, and this will be taken into consideration when profiling for 2005/26. The

Communications and Customer Services Manager added that the facility and team continue to receive positive feedback, and the facility is seeing significant growth in numbers.

Income from all activities at Rushcliffe Oaks – Income projections are based on cremation numbers and the projection for year-end has been reduced. However, if numbers exceed this target in the remaining months the Council will see growth in income.

Average number of days to process a change in circumstances to a housing benefit claim – this was reported to be a small anomaly

Percentage of Councillors completing e-learning mandatory e-learning modules this municipal year – it was reported that there had been no e-learning modules completed since November. Councillors are required to complete modules during their 4 year term and early completion is encouraged.

Percentage increase in digital transactions – the Communications and Customer Services Manager advised that there is a constant variation from month to month. However, increases were shown from e-form completion, payments via the website and logins to the benefits/Revenues system and pitch bookings remained constant. Growth in this area will largely be delivered by increasing the number of transactions that can be completed online.

Income generated from community buildings – It was reported that officers were in the process of transferring bookings for the Sir Julien Cahn Pavilion to the Council's other community buildings in preparation for the pavilion refurbishment which has led to some loss of bookings. The Communications and Customer Services Manager advised that marketing of all the Council's community venues continues.

Councillor Edyvean commented on the decline in community facility usage and asked if this was a result of the Covid pandemic and users not returning. He also commented on the refurbishment of the Sir Julien Cahn Pavilion and asked what could be done to promote this facility and attract new users once the work is completed. In addition, the Chairman asked whether the decline in community facility usage was typical of the rest of the county. The Communications and Customer Services Manager advised that there had been a national shift in user behaviour and habits and also a generational change, with opportunities to reach out to new audiences. With regards to the Sir Julien Cahn Pavilion the Communications and Customer Services Manager expressed that there were no real concerns and that once the refurbishment is completed the facility offer will be greatly improved including greener energy and enhanced IT technology which will provide greater opportunities for promoting the facility.

Councillor Williams expressed the need for improvements to the Council's community facilities and asked a specific question in relation to Alford Road playing fields and whether the issues around drainage and flooding had affected pitch bookings here. The Communications and Customer Services Manager advised that there is increased capacity at Gresham to compensate for the loss of bookings at Alford Road, adding that the grass pitches were

being used less during wetter months and users are seeking to use all weather pitches as a preference to grass.

Councillor Plant asked a specific question relating to Rushcliffe Oaks not hitting its target of cremations and whether Wilford Hill crematorium was still the preferred choice for residents. The Communications and Customer Services Manager explained that Wilford Hill has decades of experience to its advantage, however the team at Rushcliffe Oaks were working hard on building relationships with funeral directors and looking at different options and opportunities to raise their profile.

Councillor Plant commented on the Council's aspirations to improve and build on the tourism economy, expressing that good signage would provide greater opportunities for the Borough's parks, churches, leisure centres and other places of interest. The Director – Finance and Corporate Services advised that officers were developing a Tourism Strategy to progress this line of work.

The Chairman commented on Councillor e-learning training which she stated had been raised and discussed at the last Member Development Group and expressed her preference for face-to-face training, particularly around mandatory topics such as, planning, licensing and GDPR. In addition, the Chairman suggested that the learning process for Councillors be scrutinised. The Director – Finance and Corporate Services advised that the current training programme for Councillors runs from 2021-25 and that it would be appropriate to revisit the process at some point later in the year. It was noted that Member Development Group would be the appropriate committee to approve the training for sign off by a meeting of Full Council. The Director – Finance and Corporate Services added that third party training by external trainers can be costly and is not necessarily well attended and that a balanced mix of face-to-face and e-learning is appropriate when also taking into account resource implications.

Councillor Plant asked a specific question around sustainable growth and the Ratcliffe on Soar power station site and whether there was any movement on what was being developed at the site. The Director – Finance and Corporate Services advised that a periodical update report is expected to be presented at the Cabinet meeting in May.

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

- a) The expected revenue budget efficiency for the year of £2.164m and the proposals to earmark this for cost pressures provided at paragraph 4.5 and Table 2
- b) The projected capital budget efficiencies of £4.440m including the reprofiling of provisions totalling £0.556m (paragraph 4.8 and Table 3)
- c) The overspend of £46.3k on special expenses (paragraph 4.6)
- d) The exceptions on performance to judge whether further information is required

31 Feedback from Scrutiny Group Chairmen

The Chair of Governance Scrutiny Group reported that at the Groups last meeting held on 20 February 2025 they had received reports relating to the Council's Internal Audit, Risk Management, Capital and Investment updates and amendments to the Council's Constitution. The Chair of Governance Scrutiny Group advised that the reports remained positive, and the Council was in a good financial position. In addition, the Chair highlighted that the Council's property portfolio and occupancy rates were at 100% which is an excellent achievement in the current financial climate.

With regards to the amendments to the Constitution the Chair reported that there had been much debate around recorded votes and tightening up on Motions. The Group had recommended that any amendments to the Constitution should be reported and discussed by Full Council.

The Chair of Communities Scrutiny Group reported that at the Groups last meeting held on 23 January 2025 the Group received a report on the Residents Survey. The Chair advised that there had been discussions on the challenges around encouraging and improving a greater response to the survey from residents, which had been poor. The Chair also advised that the Group had suggested specific targeting for example options to provide feedback at some of the Council's community events. It was also suggested that the survey questions are better defined to provide a clearer understanding of the expectations of residents in both urban and rural communities.

The Vice Chair of Growth and Development Scrutiny Group reported that at the Groups last meeting on 29 January 2025 the Group received a report on the Health of the Boroughs Town and Village Centres. The Vice Chair advised that the high street data that had been provided from a review in 2023 was out of date and the Group recommended that scope be considered for the information to be updated. The Group were asked to consider the Council's Economic Growth Strategy, including a feasibility study and public consultation for the pedestrianisation of Central Avenue and a Borough wide Tourism Brochure.

In addition, the Vice Chair of Growth and Development Scrutiny Group reported that the Group raised concerns with regard to recent bank closures and the lack of provision of banking services in the key settlements and requested an additional recommendation for the Council to prioritise the closure of banks and to research opportunities for mobile banking services/banking hubs.

The Chair commented on the scrutiny process being 'a political' and a functional process and that discussion should not stray into personal Political areas, adding that Councillors need to be reminded to stick to the agenda item and that scrutiny is not the appropriate forum for political debate.

32 Feedback from Lead Officers

The Director for Finance and Corporate Services confirmed that there were no updates from Lead Officers.

33 **Consideration of Scrutiny Group Work Programmes**

The Chairman confirmed that one scrutiny item had been submitted by Councillor R Upton with a proposed topic for the Communities Scrutiny Group to undertake a scrutiny review of the performance of Metropolitan Thames Valley Housing, regarding their housing services within the Borough, focusing on repairs and maintenance service delivery.

The Group were pleased to see this topic come forward expressing that it had been a while since the performance of Metropolitan Thames Valley Housing had been scrutinised and that the organisation had grown considerably over the years and how the pressures on social housing services and maintenance had also increased. Councillor Polenta highlighted the rights for tenants to access quality housing and strengthening the timescales for providers to complete maintenance and repairs on their properties and suggested the Council be more proactive in respect of enforcement where social landlords fail to deliver on maintenance and repairs.

The Group approved that the performance of Metropolitan Thames Valley Housing be added to the Communities Scrutiny Group Work Programme at its meeting in July 2025.

The Group noted the summary of scrutiny items taken forward over a one-year period, including items that did not meet the criteria for further scrutiny. The Chairman expressed this had been useful to see a timeline of what had been scrutinised.

The Director – Finance and Corporate Services advised that Councillor Gaunt had commented on the submission of future scrutiny requests and whether provision for additional scrutiny training could be considered. The Director – Finance and Corporate Services suggested Councillors could engage more in the scrutiny process by looking at the Council's Corporate Strategies and action plans or consider any performance issues that may require a scrutiny review, such as external providers and contracts.

Councillor Way asked a specific question relating to scrutiny requests that had not been taken forward for scrutiny and asked when the scrutiny process is likely to be reviewed, which is expected to be sometime in 2025 and whether Councillors will be given the opportunity to be involved in the review process. The Director – Finance and Corporate Services advised that the Group would be provided with an update on the Scrutiny Review at its next meeting in July.

The Chairman suggested a scrutiny review of the Council's role within flood alleviation and the pressures on outside agencies around the recent increase in flooding incidents. This was supported by Councillor Edyvean.

Councillor Edyvean suggested that Council Tax on Empty Homes and Second Homes be reviewed at some stage in the future.

The Director – Finance and Corporate Services asked the Group to encourage fellow Councillors to submit items for scrutiny that they feel may help the

Council to improve the services it provides to residents.
It was **RESOLVED** that the Corporate Overview Group:

- a) Considered the additional items for scrutiny from the current Cabinet Forward Plan, Corporate Strategy, Medium Term Finance Strategy, Capital and Investment Strategy and Transformation and Efficiency Programme/Productivity Plan (Appendix one)
- b) Determined the additional topic to be included in the Communities Scrutiny Group Work Programme for 2025/26 as presented on the newly submitted scrutiny request (Appendix Two)
- c) Reviewed the current work programme of the scrutiny groups (Appendix Three)
- d) Reviewed appendix Four, which summarised the wide range of scrutiny items taken forward over a one-year period and the items that were considered but did not meet the criteria for further scrutiny.

Work Programme 2024/25 – Corporate Overview Group

X June 2025	<ul style="list-style-type: none"> • Standing items <ul style="list-style-type: none"> ○ Feedback from Scrutiny Group Chairmen ○ Feedback from Lead Officer ○ Consideration of Scrutiny Group Work Programmes ○ Financial and Performance Management • Rolling Items <ul style="list-style-type: none"> ○ Diversity Annual Report and Update on the Equality and Diversity Strategy ○ Annual Update on Strategic Tasks
X September 2025	<ul style="list-style-type: none"> • Standing items <ul style="list-style-type: none"> ○ Feedback from Scrutiny Group Chairmen ○ Feedback from Lead Officer ○ Consideration of Scrutiny Group Work Programmes ○ Financial and Performance Management • Rolling Items <ul style="list-style-type: none"> ○ Health and Safety Annual Report

Work Programme 2024/25 – Governance Scrutiny Group

X May 2025	<ul style="list-style-type: none"> • Internal Audit Progress Report • Internal Audit Annual Report • Annual Fraud Report • Annual Governance Statement (AGS) • Capital and Investment Outturn • Constitution Update • Code of Conduct
X September 2025	<ul style="list-style-type: none"> • Internal Audit Progress Report

	<ul style="list-style-type: none"> • Capital and Investment Strategy Update • Going Concern • Risk Management Update
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Work Programme 2024/25 Growth and Development Scrutiny Group

26 March 2025	<ul style="list-style-type: none"> • Management of Open Spaces on New Housing Developments
X July 2025	<ul style="list-style-type: none"> •
X October 2025	<ul style="list-style-type: none"> •

Work Programme 2024/25 – Communities Scrutiny Group

3 April 2025	<ul style="list-style-type: none"> • Carbon Management Plan
X July 2025	<ul style="list-style-type: none"> • Performance of Metropolitan Thames Valley Housing
X October 2025	<ul style="list-style-type: none"> •

OFFICER ACTIONS – 25 February 2025

Minute No.	Action	Officer Responsible
29	Members asked for statistics/data on domestic violence incidents could be shared with the Group	Director Neighbourhoods has provided this information to the Group
29	Members requested a list of staff/Councillor Ambassadors and Champions	Director – Neighbourhoods has provided this information to the Group
30	Councillor Way asked for an update on the improvements for East Leake Leisure Centre	Director – Neighbourhoods has provided this information to East Leake Ward Councillors
33	With regard to the last Peer Review Councillor Way asked when the Council's scrutiny process would be reviewed	Head of Corporate Services will provide an update at the next meeting in June

The meeting closed at 8.45 pm.

CHAIR

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Corporate Overview Group

Tuesday, 17 June 2025

Equality, Diversity and Inclusion Scheme update and Diversity Annual Report 2024 to 2025

Report of the Chief Executive

1. Summary

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

2. Recommendation

It is recommended that the Corporate Overview Group:

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

3. Reasons for Recommendation

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

4. Supporting Evidence

Ethnicity

- 4.1 A breakdown of the ethnicity of the Borough in comparison with the East Midlands and nationally is shown at Appendix A. As this is census data it is the same data that was presented to Corporate Overview Group in June 2024.
- 4.2 The Borough Council's workforce information shown at Appendix B shows that we currently broadly reflect the demographic of the Borough with 80.9% of RBC employees in the white British or white other ethnic group which is slightly lower than for the residents of the Borough (white 89%). The figure for the Borough is slightly higher than that for the East Midlands (88%).
- 4.3 The 80.9% of staff in the white British or white other is at its lowest level compared to previous years down from 94% in 2020/21.

Age Profile

- 4.4 The age profile of Rushcliffe can be found at appendix A2 and it indicates that the Borough has a larger proportion of residents who are over 60 years of age (28%) than the East Midlands (25.5%) and national average (24%).
- 4.5 There are fewer residents aged between 15 and 24 in Rushcliffe (10%) than the East Midlands (12%) and England (11.7%). The age ranges reported from the census in 2011 vary from those for 2021 so it is difficult to make a direct comparison. However, at the report to Corporate Overview Group in 2022 (which included data from 2011 census) the difference between Rushcliffe, East Midlands and England remained the same with more over 60's and less between 15 and 24.
- 4.6 The age profile of the organisation (appendix B) shows that 58% of the workforce are aged over 45. The authority continues to support employees who wish to continue working, keeping knowledge within the organisation as well as working towards ensuring effective succession planning by improving the age diversity of the workforce.

Disability

- 4.7 Data from the 2021 Census shows that 7,145 people (6% of the population) in Rushcliffe have a long-term health problem or disability which limits their daily activities a lot. A further 11,929 (10%) are limited a little. These are lower than the percentages for the East Midlands which are 12.9% (a lot), and 18% (a little) see appendix A3.
- 4.8 The number of employees who declare they have a disability is slightly higher than the previous year at 7% (6% in 2023/24), the number has been increasing gradually over the last few years as the table at appendix B shows. As an authority, the Council continues to support employees who are either disabled when they join the authority or become disabled during their employment. This is through the Council's policies, and occupational and welfare services.

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

Gender and sex

- 4.10 The data set for identity of sex for the Borough area shows there are slightly more males than females currently residing in the Borough (Appendix A4). The split at the Council shows fewer female employees than males (40% compared to 60%) which is, in some part, due to the Council's manual workforce containing roles that are traditionally male dominated. The Council has worked to encourage female employees into this environment and will continue to promote fair recruitment practices to encourage a diverse workforce.
- 4.11 For the 2021 census, the Government also included a question about gender identity. This is included at Appendix A4. This data is not currently collected for Council employees.
- 4.12 Gender pay reporting legislation requires employers with 250 or more employees to publish statutory calculations every year showing how large the pay gap is between their male and female employees (based on an average). The figures up to end of March 2024 are shown at Appendix C (data for the previous year, up to March 2025, will not be available until July).
- 4.13 The figures are taken as a snapshot of employees in post on 31 March. Within the last financial year employee changes have resulted in a positive impact on the results most noticeably a reduction from the original difference in 2017 of 8.9% between the mean £per hour of male and female pay to now the female mean being higher than the male mean (8.87%). This is the third consecutive year when the female mean is higher than the male. Some factors that will contribute to this are the number of females at the Council in higher paid roles as well as moving Streetwise back in house (2022) where most employees are men in lower paid manual roles.

Applicants

- 4.14 As well as monitoring information for current employees, information is also recorded on the individuals who apply for jobs at the Council. This enables the Council to see if applications are being received from a diverse range of applicants.
- 4.15 This information is included at Appendix D and it shows that in 2024/25 there were 488 applicants for jobs at the Council compared to 674 in 2023/24. The number of applicants is still higher than previous years though when numbers received ranged from 211 to 382. It is thought that this is possibly due to a few factors:
- the number of people in the UK looking for work has risen since Covid
 - The Council advertised a few roles that received a large number of applications.

It is anticipated that LGR will have an impact on resignations from staff who make a decision to leave local authorities to join private industry due to uncertainties and concern over job security. However we may also see long serving staff remain in employment longer due to the potential for redundancy.

- 4.16 The data shows that, of those that choose to declare, the majority of applicants to the Council are white British or other white (64.6%). Most are heterosexual (82%). There is a relatively even split between male and female applicants (46.1% male and 45.1% female) and the majority (91.6%) are not disabled. Finally, the majority are aged between 25 and 34 (32.8%). This is lower than the current employee age range where the majority are in the 45 to 54 age range.

Councillors

- 4.17 As requested at Corporate Overview Group in 2022, information about Councillors is now included at Appendix E. This is, of course, the same as the information presented to Corporate Overview Group in June 2023.
- 4.18 This shows that the majority of Councillors are male (66%) and this has remained the same since the election in May 2023. 7% of Councillors have reported that they have a disability, again this is the same as in the previous year. The majority of Councillors are aged 65+ (37%) and again this is consistent with the previous year.
- 4.19 Ethnicity information is not currently recorded for Councillors and therefore this information is not available for sharing. Following discussions at the last Corporate Overview Group meeting an action has been added to the EDI action plan to record ethnicity information following future elections.

Equality, Diversity and Inclusion (EDI) Scheme Action Plan

- 4.20 The EDI Scheme which was adopted in May 2021 has 4 high level aims:
- We want Rushcliffe to be a welcoming place for everyone
 - We want our services to be easy to access for all
 - We will treat people fairly and aim to meet individual needs
 - We aim to make Rushcliffe a place where everyone can achieve their potential.
- 4.21 To support the delivery of these aims, the Council identified some commitments which were:
- Understanding our community
 - Reflecting the diversity of our community
 - Working in partnership to achieve impact
 - Supporting our workforce.
- 4.22 The EDI Scheme is due to be reviewed in 2025/26 and the EDI Steering Group will undertake this work. Any changes to the Scheme will be reported to Corporate Overview Group as a part of the update in 2026.

EDI Maturity Assessment

- 4.23 Internal audit (BDO) were asked to carry out an EDI Maturity Assessment in 2024/25. The purpose of this is to help ensure an effective approach to EDI becomes embedded across the Council by highlighting areas where processes could be improved. This was an advisory piece of work assessing the Council's current position against the BDO EDI matrix. The following elements were assessed:

Tone from the Top	<ul style="list-style-type: none">• Mission, Vision, Values and Strategy• The Board and Senior Management• Roles and Responsibilities• EDI Risk Management
Governance, Compliance and Strategy	<ul style="list-style-type: none">• EDI Strategy• Operational Planning• Compliance• Pay Gap Analysis• Third parties
Structure	<ul style="list-style-type: none">• Committees, Networks and Forums• Resources
Policies, Procedures, Training and Development	<ul style="list-style-type: none">• Policies and Procedures• Training and Development
Measurement, Accountability and Continuous Improvement	<ul style="list-style-type: none">• Measurement• Accountability• Continuous Improvement

- 4.24 It is important to note that the Council does not have a dedicated resource to deliver EDI work. The Steering Group includes officers from across the Council who work to ensure that EDI is embedded and, where possible, additional activity is undertaken. In addition, the Strategic HR Manager is involved in East Midlands Councils EDI Network which brings together colleagues from local authorities to share best practice and hear updates on any changes to legislation.

- 4.25 The EDI Maturity Assessment identified some areas of best practice including:
- The Council has stated EDI as one of its core values through the 2021-25 Equality Scheme.
 - The Council demonstrates commitment through structured EDI governance with the EDI Steering Group having cross-departmental representation from key service areas and provides systematic monitoring of action plan progress and its commitment to transparency is evidenced through regular reporting to the Corporate Overview Group.
 - The Council has established a robust Equality Impact Assessment (EIA) process with a two-stage approach that ensures thorough evaluation of policy impacts and EDI considerations are embedded in policy and decision-making.
 - New starters receive scheduled training covering essential EDI topics within their first two months. Additionally, the Council has proactively identified emerging training needs such as neurodiversity awareness for managers.

- 4.26 The Assessment also identified a number of recommendations, these are being reviewed and, where appropriate, implemented over the coming year. This includes:
- Updating the action plan to better identify a responsible officer and timescale.
 - The planned refresh of the Council's Corporate Strategy include EDI and establish a clearer connection between the Corporate Strategy and the EDI Scheme and supporting action plan.
 - Refresh of EDI training with clear timescales for completion, review and refresher cycle (2 years) to be implemented. This will ensure managers are aware of staff that have not completed required training.
 - During the refresh of the EDI scheme in 2025/26 consider updating it to outline clear responsibilities' defining specific EDI duties and accountabilities.
 - Considering designating a senior executive team member as EDI sponsor /Champion, this will be considered however the senior responsible officer is a Head of Service and Councillor Jonathan Wheeler is the Portfolio Holder for EDI. In addition updates are reported to EMT and on to Corporate Overview Group providing the opportunity for Councillor oversight and scrutiny.

Action plan

- 4.27 The updated action plan can be found at Appendix F, this now has clearer timescales and identified lead officers. It is reviewed and updated quarterly by the Steering Group. What follows is an update on work completed so far and some detail on plans for the coming months. It is important to note that this is ongoing work and so the following should be read as a snapshot in time that will be constantly updated. This is the purpose of having the higher-level scheme with supporting action plan to help ensure that this is a living document that is owned across all areas of the Council. There is always more work to be done and officers would welcome the ideas of the Scrutiny Group to feed into future plans.
- 4.28 The Corporate Overview Group has received updates previously, most recently in June 2024. The following paragraphs in the report focus on some of the actions included in the plan to provide a little more detail.
- 4.29 The residents survey in October 2024 asked local residents if they felt that they belonged to their local area. The % figure of those that felt they do belong remains high but is slightly lower than in previous years:
- 76% 2024
 - 79% 2021
 - 82% 2018

This is something that requires further investigation to try and understand the reason for this reduction. This will be picked up through the Communication and Engagement Strategy and the ambition to engage more with our local communities.

- 4.30 The new 2-stage Equality Impact Assessment (EIA) process is now embedded with updated e learning training circulated to all staff. The Strategic HR Manager and Head of Economic Growth and Property will provide a

further update to a future Leadership Forum. The EIA has been carried out for a number of policies and activities including:

- Communication and Engagement Strategy
- UKSPF and REPF programme
- Economic Development Strategy
- Renewal of Public Space Protection Order (dog control)
- Improvements to play areas in West Bridgford

- 4.31 The Councils Waste and Recycling and Communications Teams worked together to produce a leaflet on recycling in alternative languages. This was distributed to households in the new developments at Bingham and Edwalton.
- 4.32 Following a review of EDI training additional training has been identified for employees which is now being rolled out including:
- EDI awareness – online and for all staff
 - EIA training to support embedding the new process
- 4.33 E-learning on EDI is also available for Councillors, 24 Councillors have completed this training.
- 4.34 The Council have now been re-accredited for White Ribbon and have a three year action plan in place that the White Ribbon Steering Group are delivering on.
- 4.35 As reported last year the Council used some of its UK Shared Prosperity Funding (UKSPF) to support projects that are designed to support our communities. These have delivered some outputs and outcomes for our community including:
- Public realm improvements on Central Avenue to remove pinch points to improve accessibility as well as enhancing the appearance of the area to encourage dwell time.
 - 2000 people attended the second Lunar New Year event on 1 February at Bingham Arena.
 - Green Doctor delivered by Groundwork to support residents to identify ways to improve energy efficiency and so reduce bills supported 164 households in the Borough, saving an estimated 144 tonnes of Co2
 - 55 local residents were supported by the Transform Your Future programme delivered by Nottinghamshire Futures. This is an employment and skills support programme for people in the Borough who are currently not in work, education or training and delivery is continuing into 2025/26.
 - 3 English for Speakers of Other Languages (ESOL) training courses were delivered each consisting of 6 sessions for a total of 29 people.
- 4.36 Rushcliffe is working together to become a Dementia Friendly Community. The Council is working with partners, stakeholders and community and voluntary organisations to improve the support available to people living with dementia and their carers:

- Dementia Friends and Carer Awareness Training (provided Council employees) is widely promoted across the borough to local businesses, community and voluntary organisations and the public, plus sessions are promoted in the Rushcliffe Big Green Book to enable our community to be more inclusive.
- The Borough Council continues to champion dementia-friendly initiatives through funding, signposting, and raising awareness. The Rushcliffe Business Partnership will be supporting RDAN (Rushcliffe Dementia Action Network), now a registered charity, by donating proceeds from its networking events to help sustain and expand their work across the borough.
- The Council's flagship publication includes a dedicated page to the Dementia Friendly project to raise awareness and highlight advice and support for people affected by dementia. The Council have also highlighted dementia and carer friendly themes at several community events, as well as facilitating the annual Dementia and Carers Roadshow in April which brings together organisations and services from across Rushcliffe.
- Following the Dementia Friendly walkthroughs new signage has been installed at Bingham Arena and East Leake Leisure Centre, with accessibility and inclusivity also taken into account during the redevelopment of Cotgrave and Keyworth Leisure Centres.

4.37 The Council was awarded Carer Friendly Accreditation in August 2024 in recognition of its proactive approach and strong commitment to supporting unpaid carers within the organisation. Key actions included delivering carer awareness training to the senior leadership team, reviewing and updating policies to embed carer support, introducing a Carer's Passport, recruiting and training four Carer Champions and encouraging peer-to-peer support across the workforce.

4.38 The Rushcliffe Arena light-up plan helps raise awareness of national campaigns, aligning with our Equality and Quality Framework. This includes Holocaust Memorial Day, Pride Month and World Suicide Prevention Day.

4.39 The Borough Council coordinates a joint membership to the Hidden Disabilities Sunflower campaign for partners within the Primary Care Network (PCN). This recognised initiative offers a discreet way for individuals with non-visible disabilities to indicate that they may need additional support, understanding or time in public settings. The joint membership ensures all partners have access to relevant resources and training.

5. Risks and Uncertainties

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

6. Implications

6.1. Financial Implications

The majority of activity included in the action plan is contained within existing budgets. However, some items require external funding or support including Lunar New Year (UKSPF) and Changing Places Toilets. For those to be delivered in future years funding will need to be identified including sponsorship.

6.2. Legal Implications

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

6.3. Equalities Implications

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

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

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

6.5. Biodiversity Net Gain Implications

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

7. Link to Corporate Priorities

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

8. Recommendations

It is recommended that the Corporate Overview Group

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

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

Appendix A

APPENDIX A1 DEMOGRAPHIC- ETHNIC GROUPS

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

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

Source ONS Crown Copyright Reserved [December 2021]

Appendix A

Appendix A2 - Census Demographic Information Rushcliffe

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

Appendix A

Source: ONS Crown Copyright Reserved [June 2022]

Appendix A 3 – DEMOGRAPHIC INFORMATION -Disability and Gender

Long-term activity-limiting illness or disability

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

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

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

Appendix A

Appendix A4 Sex and Gender

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

Dataset for Identity of Sex

Statistics from ONS Census 2021

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

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

Source: ONS Census 2021

Appendix B

Equality and diversity statistics for RBC employees at 31 March 2025

		2024/2025		2023/2024		2022/2023		2021/22		2020/2021	
Total headcount		320		317		313		260		253	
Gender	Male	193	60%	189	60%	195	62%	150	58%	138	55%
	Female	127	40%	128	40%	118	38%	110	42%	115	45%
Disabled		23	7%	20	6%	17	5%	13	5%	13	5%
Age	18-24	13	4%	16	5%	16	5%	15	6%	7	3%
	25-34	50	16%	43	14%	43	14%	37	14%	35	14%
	35-44	70	22%	79	25%	80	26%	70	27%	70	28%
	45-54	100	31%	89	28%	89	28%	84	32%	86	34%
	55-64	78	24%	77	24%	73	23%	46	18%	47	19%
	65+	9	3%	13	4%	12	4%	8	3%	8	3%
Ethnicity	Asian	5	1.6%	4	1.5%	2	1%	3	1%	4	2%
	Black	7	2.2%	7	2%	5	2%	4	2%	3	1%
	Chinese	1	0.3%	1	0.5%	1	0.5%	2	1%	1	0.5%
	White British	253	79%	260	82%	254	81.5%	237	91%	230	91%
	Other white	6	1.9%	11	3%	10	3%	7	3%	8	3%
	Mixed	4	1.3%	1	0.5%	2	1%	3	1%	3	1%
	Other	6	1.9%	4	1.5%	0	0	0	0%	1	0.5%
	Prefer not to say (unknown)	38	11.8%	29	9%	33	12%	4	2%	3	1%

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

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Appendix C

RBC Gender Pay Gap Reporting as at 31 March 2024

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

The areas being reported on are –

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

The figures are taken as a snapshot of employees in post on 31 March. Within the last financial year, we continue to see a trend in the mean £per hour being higher for females than males.

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Mean

	£ph 31.3.24	£ph 31.3.23	£ph 31.3.22	£ph 31.3.21	£ph 31.3.20	£ph 31.3.19	£ ph 31.3.18	£ ph 31.3.17
Female	18.19	16.97	15.63	15.17	14.44	13.58	13.12	12.86
Male	16.71	15.50	15.11	15.24	14.58	14.63	14.71	14.12
Difference	-1.48	-1.46	-0.52	0.08	0.14	1.05	1.59	1.26
Mean Gender Pay gap in hourly rate	-8.87%	-8.63%	-3.46%	0.5%	1%	7.2%	10.8%	8.9%

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

Appendix C

Median

	£ph 31.3.24	£ph 31.3.23	£ph31.3.22	£ph 31.3.21	£ph 31.3.20	£ph 31.3.19	£ ph 31.3.18	£ ph 31.3.17
Female	16.21	14.45	13.38	13.22	12.26	11.15	11.12	11.14
Male	15.25	14.15	12.62	12.42	12.09	11.56	11.11	11
Difference	-0.96	-0.3	-0.75	-0.8	-0.17	0.41	-0.01	-0.14
Median gender pay gap in hourly rate	-6.26%	-2.09%	-5.94%	-6.44%	-1.41%	3.55%	-0.10%	-1.3%

The trend is continuing with an increased median rate for female.

Bonus

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

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

A smaller proportion of bonus is from any long service awards made. In the year ending 31.3.24 there were two long service awards made, one male and one female. The female received a higher value due to longer service completed.

Bonus

	31.3.24	31.3.23	31.3.22	31.3.21	31.3.20	31.3.19	31.3.18	31.3.17
Mean Bonus pay gap	-50%	0%	n/a	-21%	-36%	-29%	-96.4%	65.9%
Median Bonus pay gap	-50%	0%	n/a	24%	-58%	-111%	-279.3%	-235.3%

Appendix C

Proportion of males/ females receiving Bonus

	31.3.24	31.3.23	31.3.22	31.3.21	31.3.20	31.3.19	31.3.18	31.3.17
Female	0.8%	3.93%	n/a	6.96%	3.4%	4.4%	3.8%	3.7%
Male	0.53%	1.03%	n/a	5.8%	3.5%	2.6%	3.3%	4.7%

Although there was equal number of females to males that received a long service award, as a proportion of the male/female workforce a higher percentage of females received a long service award in the year ending 31.3.24 due to there being a higher number of males employed.

Quartiles

There are 318 employees split into each of the pay quartiles.

Proportion of males/ females in each pay quartile

	31.3.24		31.3.23 *		31.3.22		31.3.21		31.3.20		31.3.19		31.3.18		31.3.17	
	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male
1st (highest pay)	52%	48%	50%	50%	52%	48%	51%	49%	52%	48%	40.9%	59.1%	37.5%	62.5%	36%	64%
2nd	37.5%	62.5%	27%	73%	37%	63%	44%	56%	40%	60%	40.9%	59.1%	45.3%	54.7%	50%	50%
3rd	45%	55%	47%	53%	37%	63%	41%	59%	40%	60%	36%	64%	25.0%	75.0%	25%	75%
4th (lowest pay)	28%	72%	27%	73%	42%	58%	46%	54%	49%	51%	53.7%	46.3%	56.9%	43.1%	42%	58%

(Increase, decrease, no change)

The percentage of females in the highest pay quartile has increased and returned to 2022 figures resulting in a slightly higher percentage of females to males in this quartile.

*There was a significant increase to the males in the lower quartile due to the TUPE transfer of a male dominated manual workforce in September 2022.

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Appendix D

	Applicants: 211		Applicants: 281		Applicants: 382		Applicants: 674		Applicants: 488	
	2020-2021		2021-2022		2022-2023		2023-2024		2024-2025	
Sexuality	Number of applicants	Percentage	Number of applicants	Percentage	Number of applicants	Percentage	Number of applicants	Percentage	Number of applicants	Percentage
Heterosexual	184	87.2%	254	90.4%	313	82%	530	79%	402	82%
Prefer not to say	16	7.6%	16	5.7%	51	13.4%	99	15%	61	12.6%
Bisexual	4	1.9%	5	1.8%	12	3%	29	4%	15	3.2%
Lesbian	1	0.5%	3	1.1%	0	0%	7	1%	4	0.9%
Gay	6	2.8%	3	1.1%	6	1.6%	9	1%	6	1.3%

	2020-2021		2021-2022		2022-2023		2023-2024		2024-2025	
Ethnicity	Number of applicants	Percentage	Number of applicants	Percentage	Number of applicants	Percentage	Number of applicants	Percentage	Number of applicants	Percentage
White British	153	72.5%	213	72.5%%	216	56.4%	398	59%	234	48%
Other White	7	3.3%	19	6.8%	18	4.7%	46	7%	32	6.6%
Indian	10	4.7%	15	5.3%	26	6.8%	39	6%	45	9.2%
Chinese	3	1.4%	11	4%	18	4.7%	25	3%	21	4.3%
Black African	1	0.5%	6	2.1%	0	0%	0	0%	1	0.2%
Indian British	0	0%	0	0%	0	0%	0	0%	1	0.2%
Pakistani	6	2.8%	6	2.1%	9	2.4%	20	3%	29	5.9%
Irish	3	1.4%	0	0%	2	0.5%	2	0.3%	2	0.4%
Prefer not to say	8	3.8%	5	1.8%	29	7.6%	39	6%	40	8.2%
African	7	3.3%	3	1.1%	34	8.9%	60	9%	41	8.4%
White and Black Caribbean	4	1.9%	3	1.1%	4	1%	7	1%	5	1%
White and Asian	0	0%	3	1.1%	1	0.3%	4	0.6%	3	0.6%
Other Asian	3	1.4%	3	1.1%	10	2.6%	19	3%	15	3.2%
White and Black African	0	0%	1	0.4%	1	0.3%	2	0.3%	1	0.2%
Black Caribbean	0	0%	1	0.4%	0	0%	0	0%	0	0%
Caribbean	4	1.9%	1	0.4%	13	3.4%	6	0.9%	9	1.8%
Dual Heritage	0	0%	1	0.4%	0	0%	0	0	0	0%
Chinese Caribbean	1	0.5%	0	0%	0	0%	0	0	0	0%
Other black	1	0.5%	0	0%	1	0.3%	0	0	0	0%
Bangladeshi							6	0.9%	5	1%
Other	0	0%	0	0%	0	0%	0	0%	4	0.8%

Appendix D

	2020-2021		2021-2022		2022-2023		2023-2024		2024-2025	
Gender	Number of applicants	Percentage	Number of applicants	Percentage	Number of applicants	Percentage	Number of applicants	Percentage	Number of applicants	Percentage
Male	93	44.1%	167	59.4%	199	52%	349	52%	225	46.1%
Female	111	52.6%	111	39.5%	158	41.3%	279	41%	220	45.1%
Prefer not to say	7	3.3%	2	0.7%	25	6.5%	46	7%	40	8.2%
Transgender	0	0%	1	0.4%	0	0%	0	0%	3	0.6%

	2020-2021		2021-2022		2022-2023		2023-2024		2024-2025	
Disability	Number of applicants	Percentage	Number of applicants	Percentage	Number of applicants	Percentage	Number of applicants	Percentage	Number of applicants	Percentage
No	196	92.9%	260	92.5%	351	91.9%	598	89%	447	91.6%
Yes	12	5.7%	20	7.1%	18	4.7%	55	8%	30	6.1%
Prefer not to say	3	1.4%	1	0.4%	13	3.4%	21	3%	11	2.3%

	2020-2021		2021-2022		2022-2023		2023-2024		2024-2025	
Religion	Number of applicants	Percentage	Number of applicants	Percentage	Number of applicants	Percentage	Number of applicants	Percentage	Number of applicants	Percentage
No Religion	121	57.3%	137	48.7%	159	41.6%	316	47%	188	38.5%
Christianity	58	27.5%	92	32.7%	129	33.8%	208	31%	139	28.5%
Prefer not to say	13	6.2%	19	6.8%	50	13.1%	67	10%	75	15.4%
Hindu	4	1.9%	11	3.9%	11	3%	18	3%	26	5.3%
Other	3	1.4%	11	3.9%	6	1.6%	14	2%	12	2.5%
Muslim	7	3.3%	9	3.2%	22	5.6%	36	5%	35	7.2%
Sikh	4	1.9%	2	0.7%	3	0.8%	9	1%	9	1.8%
Buddhist	1	0.5%	0	0%	2	0.5%	5	0.8%	4	0.8%
Jewish							1	0.2%	0	0%

Appendix D

	2020-2021		2021-2022		2022-2023		2023-2024		2024-2025	
Age	Number of applicants	Percentage	Number of applicants	Percentage	Number of applicants	Percentage	Number of applicants	Percentage	Number of applicants	Percentage
16 - 24	41	19.4%	37	13.2%	51	13.5%	123	18%	89	18.2%
25 - 34	65	30.8%	71	25.3%	98	25.6%	188	28%	160	32.8%
35 - 44	42	19.9%	73	26%	95	24.8%	131	19%	83	17%
45 - 54	43	20.4%	69	24.5%	69	18%	121	18%	70	14.4%
55 - 64	14	6.6%	27	9.6%	40	10.5%	63	9%	41	8.4%
65+	1	0.5%	2	0.7%	5	1.3%	3	1%	0	0%
Prefer not to say	5	2.4%	2	0.7%	24	6.3%	45	7%	45	9.2%

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Appendix E

Equality and diversity statistics for RBC Councillors at May 2025

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

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Appendix F

Equality, Diversity and Inclusion Action Plan 2025/26

Action	Lead	Timescale	Progress
Make sure our conversations with our communities are inclusive and ensuring information on our website and in our communications is clear and accessible			
Consider options to support and/or deliver events focussed on supporting different communities in the Borough	Derek Hayden	March 2026	<ul style="list-style-type: none"> Lunar New Year event on 1 Feb – Bingham Arena – Jubilee Hall £20k UKSPF in 2025/26 allocated to enhanced events programme.
Produce information leaflets such as bin calendars in others languages e.g. Cantonese (languages required to be identified via data on residents and engagement with local groups)	Ed Palmer	March 2026	<ul style="list-style-type: none"> Recycling leaflets produced in alternative languages for new housing estate in Bingham and Edwalton Establish links with relevant groups e.g. Hong Kong Notts
Refresh to comms strategy to include more on engagement	Ed Palmer	May 2025	<ul style="list-style-type: none"> Communication and Engagement Strategy going to Cabinet in May Completed EIA to inform development of strategy
Support Councillors to lead on Equality, Diversity and Inclusion by building their knowledge and awareness through training			
Develop EDI training for Councillors	Charlotte Caven-Atack	March 2026	<ul style="list-style-type: none"> CCA took to Member Dev Group and happy to have EDI training – JW/CCA to follow up and arrange training May 2025 – 24 councillors completed EDI training
Include diversity of Cllrs when doing annual diversity report to COG.	Charlotte Caven-Atack	May 2028	Not collected from May 2024 election – to be done for next election.
Update inclusive language guide for staff and councillors	Ed Palmer	Summer 2025	HR reviewed and updated wording and Comms updated document to be circulated.
Identify ways to engage more young people in democracy			
Work with NCC on the development of their Youth Forum	Charlotte Caven-Atack	March 2026	<p>Successful event hosted by RBC in early 2024</p> <p>New member of youth parliament has been in post for 12 months</p> <p>Youth forum has 5 members now and have support from NCC – RBC officers approached to offer additional support</p>

Appendix F

Action	Lead	Timescale	Progress
			EMCCA youth forum has also been established and promoted to Rushcliffe residents.
Support residents to access all Council services equally and undertake consultation with community groups, residents and elected members to ensure voices are heard and listened to			
Refresh of Play Strategy and improvements to Bridgford Rd play area – more inclusive play and safe space for women and girls	Derek Hayden	March 2026	An additional £25k now included in the capital programme to support inclusive play provision in WB over next 3 years.
Review of WB public realm and improvements proposed to make more accessible – relocating street furniture and removal of some barriers	Catherine Evans	May 2025	Work completed and positive feedback received from local groups.
Conduct bi-annual residents survey	Charlotte Caven-Atack	October 2024	<p>% of people who believe they belong to their local area:</p> <ul style="list-style-type: none"> • 76% 2024 • 79% 2021 • 82% 2018 <p>To be reviewed further and picked up through the Communication and Engagement Strategy.</p>
Re-start the Rushcliffe Community Cohesion Network Group to better link up with, support and respond to our local communities' needs.	Derek Hayden	March 2026	<ul style="list-style-type: none"> • Speak to Notts County Council to understand work being done by them e.g. Community Friendly Nottinghamshire (October 2025) • Compile list of relevant local groups and make contact (March 2026)
Continue working with the Active Rushcliffe Health Partnership, which helps organisations and services work together to deliver projects supporting high priority groups, such as disability, BAME, women and girls (including pregnancy and maternity).	Derek Hayden	March 2026	<ul style="list-style-type: none"> • Agreed Arena light up plan which is being implemented across the year – completed Dec 2024 • Delivery of dementia and carers annual event – complete April 2025 • Delivery of women and girls golf programme – Oct 2025 • Continue support pan disability league and expansion at Gresham – Mar 2026

Appendix F

Action	Lead	Timescale	Progress
			<ul style="list-style-type: none"> Develop women and girls cricket offer at West Park, serving the borough – Oct 2025
Support our employees on Equality, Diversity and Inclusion by building their knowledge and awareness through training to enable them to better support each other and our residents.			
Neuro-diversity training at Leadership Forum and then possibly lead onto additional work reviewing policies, work space etc	Jo Wilkinson	March 2026	Awaiting further proposal from Training provider for additional work on neuro diversity
Supporting employee policy now has a number of supporting policies with more to be developed.	Jo Wilkinson	March 2026	<p>Got documents in place but will keep under review</p> <ul style="list-style-type: none"> Bereavement Guide For Employees Domestic Abuse Guide For Employees 2023 Domestic Abuse Support Leaflet Managing Traumatic Events Guide For Employees Menopause Guide For Employees Supporting Employees Policy May 2023 Terminal Illness Guide For Employees Unpaid Carers Guide For Employees And Managers Carer Passport Log New Employee Health Support Action Plan Nov 2020 Wellness Action Plan WAP Feb 2020 Emotional Wellbeing Evaluation Form Feb 2020 Neurodiversity guide Reasonable adjustments guide (neurodiversity) Working with me plan (neurodiversity)
Take action so our Employee Liaison Group reflects the make up of our workforce and are empowered to take a leading role on Equality, Diversity and Inclusion.	Jo Wilkinson	March 2026	<ul style="list-style-type: none"> Review training options for ELG members to assist with this role (October 2025) Speak to East Midlands Council about what others have done on this (December 2025)
Support local businesses including training of existing and new staff, business advice and networking opportunities			

Appendix F

Action	Lead	Timescale	Progress
Launch of high street funding to include improvements to accessibility	Catherine Evans	April 2025	<ul style="list-style-type: none"> 10 grants approved with 6 further applications received (end of May)
Work with Visit Notts on accessible tourism work and training for businesses	Catherine Evans	March 2026	<ul style="list-style-type: none"> Visit Notts have access to AccessAble as part of their Local Visitor Economy Partnership status – awaiting further details (May 2025) Meeting with training providers to review options for training for businesses (September 2025) Delivery of training (Jan/Feb 2026)
Ensure our policies, strategies and plans are inclusive and we are responding to the latest guidance and learning from best practise from others			
Continue to carry out Equality Impact Assessments during the development of services and policies to identify how impacts can be avoided, reduced or mitigated. To ensure all policies, projects and service decisions consider all equalities implications at the start	Jo Wilkinson	December 2025	<ul style="list-style-type: none"> New process established Training to be rolled out – May 2026 CE and JW to attend future leadership forum to share new process
<p>Enhanced duty on sexual harassment in the workplace expected before end of 2024. Likely to include:</p> <ul style="list-style-type: none"> Risk assessments - WIP Training - WIP Lone working Internal events Power imbalance <p>HR updated complaints and harassment policy as well as whistle blowing.</p>	Jo Wilkinson	April 2025	<p>The Law is now in place and RBC have a policy as well as an e learning package for all staff.</p> <p>A risk assessment is nearing completion which will ensure people know mechanism for reporting and support available.</p> <p>In addition the law is now being broaden to all forms of harassment not just sexual harassment.</p>
Review our recruitment processes so they are accessible and help to attract the best talent.	Jo Wilkinson	March 2026	<p>Work completed already including:</p> <ul style="list-style-type: none"> Guaranteed interviews for disabled applicants who meet minimum criteria Guaranteed interview for armed forces veterans and reservists who meet minimum criteria

Appendix F

Action	Lead	Timescale	Progress
			<ul style="list-style-type: none">• Guaranteed interview for care leavers who meet minimum criteria• Accepting CV's• Apprenticeship and work experience
Strengthen our policies and training in procurement so we work with suppliers who share our commitment to Equality, Diversity and Inclusion and support us to tackle inequalities.	Sara Pregon	March 2026	<ul style="list-style-type: none">• Procurement Strategy to be rewritten and EDI to be included with social value – March 2026• Draft procurement Strategy to be shared with EDI steering group for ideas and input – Dec 2025
Be an active participant in the EMC EDI networking meetings	Jo Wilkinson	March 2026	

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Corporate Overview Group

Tuesday, 17 June 2025

Financial and Performance Management

Report of the Director – Finance and Corporate Services

1. Purpose of report

- 1.1. This report outlines the year-end position in terms of financial and performance monitoring for 2024/25. This is linked to the closure of accounts process and previous update reports.
- 1.2. The revenue budget has an overall revenue efficiency position of £2.407m and the Capital Programme overall underspend position of £5.109m. The £2.407m is allocated for significant risks for 2024/25 onwards including Land Acquisition for carbon offsetting, Local Government Reorganisation, West Bridgford Town Centre regeneration and Simpler Recycling. The capital underspend is largely being carried forward for the completion of existing projects.
- 1.3. The draft Statement of Accounts is being prepared to meet the 30 June 2025 statutory deadlines and the financial position stated in this report accords with the Council's financial statements
- 1.4. The Council's Corporate Strategy was approved in December 2023, and this report marks the first full year of delivery against the four Corporate Priorities. Performance highlights are detailed in this report under each of the Corporate Priorities and this report should, on this occasion, be read in conjunction with the Review of Strategic Tasks elsewhere on the agenda for this meeting. In summary, eight performance indicators did not meet their targets at the end of 2024/25 and full explanations for this are given in Appendix G.

2. Recommendation

It is RECOMMENDED that the Corporate Overview Group scrutinises:

- a) the 2024/25 revenue position and efficiencies identified in **Table 1**, the variances in **Table 2** (and **Appendix A**)
- b) the changes to the earmarked reserves as set out at **Appendix B** along with the carry forwards and appropriations to reserves in **Appendix E**
- c) the capital carry forwards outlined in **Appendix C** and summarised in **Appendix F**
- d) the update on the Special Expenses outturn at paragraph 4.17 and in **Appendix D**, and

- e) performance exceptions (detailed in paragraphs 4.22 to 4.27) to judge whether further scrutiny is required.

3. Reasons for Recommendation

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

4. Supporting Information

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

Revenue Outturn

- 4.2 The net revenue position in **Table 1** shows a transfer to reserves of £4.742m, originally planned to be a transfer to reserves of £2.202m (adjusted to £1.781m reflecting carry forward commitments from 2023/24) a net increase of £2.961m.
- 4.3 The economic environment continues to be challenging, which impacts both residents and businesses and ultimately creates risks with regards to the Council's budget. The table below shows a positive outcome given this economic environment. The Council has continued to identify service efficiencies during the year to balance the additional pressures and has overachieved against the Transformation and Efficiency Plan (TEP) target of £0.733m (para 4.15) by £16k. It is worth noting the service budgets have an efficiency position of £1.933m, with increased business rates income and additional grants accounting for further efficiencies of £0.407m and £0.633m respectively to give a total of £2.962m.
- 4.4 The Quarter 3 report presented to Cabinet on 11 March 2025, reported projected efficiencies of £2.164m and approved reserve appropriations to this value which are included in the final carry forwards and reserves totalling £2.962m shown in **Appendix E**.

Table 1: Revenue Outturn Position

	Original Budget £'000	Revised Budget £'000	Revised Outturn £'000	Revised Variance £'000
Chief Executive	1,525	1,539	1,541	2
Finance & Corporate	4,952	4,985	3,598	(1,387)
Development and Economic Growth	482	530	664	134
Neighbourhoods	7,824	8,149	6,993	(1,156)
Sub Total	14,782	15,203	12,796	(2,407)
Capital Accounting Reversals	(1,895)	(1,895)	(1,895)	0

Minimum Revenue Provision	1,178	1,178	1,652	474
Total Net Service Expenditure	14,065	14,486	12,553	(1,933)
Grant Income (including New Homes Bonus)	(2,125)	(2,125)	(2,758)	(633)
Business Rates	(5,763)	(5,763)	(6,170)	(407)
Council Tax	(8,347)	(8,347)	(8,347)	0
Collection Fund Deficit	(32)	(32)	(20)	12
Total Funding	(16,267)	(16,267)	(17,295)	(1,029)
Net Transfer to/(-)from Reserves	2,202	1,781	4,742	2,962
Carry forward requests (Appendix E)				(99)
Reserves required				(2,863)
Net Surplus after carry forwards and reserve transfers				0

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

Table 2 Main Items Impacting on the Current Revenue Budget

Main Variances		£'000
Adverse Variances		
Planning	£105k Planning fees income reduced due lower demand from new developments, £68k enforcement costs and £207k appeals (covered by release from the Planning Appeals Reserve)	380
Property	£48k salaries unable to be capitalised due to capital programme reprofiling, £55k tree survey repair works (covered by release from reserves) £29k utilities at Rushcliffe Arena	133
Benefits	Rent increase from supported housing provider (covered by release from reserves) however this is an ongoing budget pressure	205
Depot & Contracts	£56k Edwalton Golf Course due to extended closure following adverse weather conditions in the spring 2024, £83k fleet and tanker hire (due to ageing fleet, vehicles have now been replaced), Other costs ; utilities, tyres and other equipment.	254
Total		972
Favourable Variances		
Financial Services	Higher rates of interest and higher investment balances £1.1m, Contingency not required £0.5m and other minor savings	(1,639)
Depot & Contracts	£148k diesel (lower prices and HVO savings), £109k Parkwood Leisure Contract, £98k car parking (£25k increase in income, £73k saving on contract), £49k Eastcroft depot rent savings on contract renewal, £22k salary savings (net of agency cover)	(426)
Environmental Health	£157k Homes for Ukraine funding (request to transfer to reserves), £70k Taxi licence income, £43k Idox saving due to not moving to cloud, £25k costs recovered (works in	(295)

	default £16k and housing checks on behalf of other authorities)	
Streetwise	£25k salary savings (net of agency), £48k consumables and materials, £31k additional income, £21k fuel.	(125)
Planning & Growth	£80k agency budget not required, £49k Idox saving due to not moving to cloud.	(130)
Revenues & Benefits	£83k Council Tax costs recovered, £63k Housing Benefit overpayments.	(145)
ICT	Delays on less essential projects to be carried forward to deliver the projects.	(108)
Total		(2,868)
Technical Adjustments	See paragraph 4.6 below	(452)
Other minor variances		(59)
Total Variances		(2,407)

4.6 In 2024/25 the Council has adopted IFRS 16 Leases, as required by the Code of Practice for Local Authority Accounting in the United Kingdom. The main impact of the new requirements is that for any payments made by the council under a lease arrangement are removed from in year expenditure and replaced with an asset (and offsetting liability) on the balance sheet in recognition of the right to use for a period of more than one year. The technical adjustment in table 2 reflects the removal of the expenditure on lease payments which has now been replaced by a charge to MRP and interest (reflected in variance to MRP in table 1).

4.7 Additional savings arise from additional Government grants £0.633m and additional Section 31 Business rates grants £0.357m.

We continue to report on the reduced capital value in the Council's treasury investments and the fact there is a statutory override which prevents this being a cost to the taxpayer, now extended to 2028/29. As markets change so do the values. To be prudent, the Council has created a reserve totalling £1.173m to mitigate the potential impact on the General Fund and it is proposed that this is topped up by a further £0.137m from 2024/25 efficiencies to give a total reserve of £1.31m. This is reported and closely monitored by the Governance Scrutiny Group.

Carbon Reduction

4.8 The Council's policy and regulation framework was updated and approved at Cabinet 14 May 2024. Within the framework, there is a requirement for some carbon offsetting through the establishment of a range of habitats to promote ecological recovery. As such, a Climate Change reserve was created and as at 31 March 2025 has a balance of £2.492m (£1.5m of which for land acquisition). The reserve is required to continue to deliver Carbon Offsetting targets.

Local Government Reorganisation

- 4.9 The full cost of undertaking Local Government Reorganisation is unknown, however this is expected to be significant. At quarter 3 it was proposed to increase the Organisation Stabilisation Reserve by £0.2m from budget efficiencies. At outturn it is proposed to set aside a further £0.461m (£0.661m in total) from 2024/25 budget efficiencies. Updates on the progress of LGR will be made to Full Council during the year with formal submission of the Council's preferred option due on 28 November 2025 and the Government's decision in December 2025 (if the initial timetable is adhered to).

Simpler Recycling

- 4.10 In January we reported to Cabinet the financial pressures that were accruing from Simpler Recycling. The funding is not expected to cover the costs of implementing the scheme and by 2029/30 there is a net annual budget pressure of £0.318m. A Simpler Recycling reserve has been created to ring fence the funding until they are required and to allow the appropriation of any future underspends towards the budget pressure.

Transformation and Efficiency Plan

- 4.11 The Council's Transformation and Efficiency Plan (TEP), or Productivity Plan, is designed to meet emerging financial challenges. In 2024/25 the savings target was £0.733m, with the three most significant being income from Green Bin Collection from increased fees (£0.238m), income from car parks due to increased fees and introduction of charges at Bingham (£0.214m) and leisure management contract savings (£0.228m), each of these has been met and exceeded Total TEP savings achieved for 2024/25 was (£0.749m), which overall was £16k above target.

Reserves

- 4.12 There are a number of movements in revenue reserves largely agreed as part of the budget setting process and budget monitoring reported during 2024/25. A net transfer to earmarked reserves of £3.340m comprises: £10.642m transferred to reserves from revenue less £7.302m transferred from reserves (£5.9m revenue and £1.402m Capital) The overall net movement on revenue reserves are detailed at **Appendix B**. The key points to note are:

- £1.509m income is transferred in and appropriated to Regeneration Reserve £0.759m and Climate Change £0.750m (included in the figures below).
- Other 'Transfers Out' or use of reserves total £5.793m of these, £2.189m are movements between reserves to redirect funds between reserve balances such as the Collection Fund and Freeport to new pressures i.e. simpler recycling and carbon offsetting and £1.402m used to fund capital projects, mainly vehicle replacements and Cotgrave Leisure Centre Enhancements. Of the remaining £2.202m, significant items include: £1.178m from the New Homes Bonus (NHB) reserve used to offset the

Minimum Revenue Provision (MRP - this is a requirement by legislation to make a charge to the revenue budget for the recovery of internal borrowing for capital expenditure) and £0.421m out from the Organisation Stabilisation Reserve for approved carry forwards from 2023/24.

- Other 'Transfers In' total £9.133m increasing reserves. The transfers between reserves as above total £2.189m. Other significant items comprise: £3.432m efficiencies to cover carry forward and reserve commitments (**Appendix E**); £1.124m for Organisation Stabilisation, £1.061m Regeneration and Community Projects reserve and £0.850m for Climate Change reserve to support carbon reduction initiatives going forward.

Specific Reserves

4.13 Commentary on earmarked reserves:

- The NHB Reserve balance of £8.153m is used to fund internal borrowing in relation to capital projects (MRP Minimum Revenue Provision).
- The Organisation Stabilisation Reserve Balance of £4.368m will partly be used to fund the carry forward requests of £99k and the transfers to reserves of £1.237m (Appendix E). This includes the provision for current pressures such as LGR, climate change and simpler recycling.
- The Climate Change Reserve balance of £2.492m includes £1.5m towards land acquisition for the Council's commitment to achieve carbon neutral by 2030.
- Local Government Reorganisation (LGR) is to be funded from the Organisation Stabilisation Reserve. Costs are unknown at this stage but are anticipated to be significant. £0.2m was added to the reserve in Quarter 3, and a further £0.461m is proposed to be added from 2024/25 underspends.
- A new reserve has been created for Simpler Recycling, this is to be created using £1.020m from the Collection Fund Reserve which is no longer required and topped up with £0.230m from grant income for this scheme received during 2024/25.

- 4.14 Overall whilst the level of Earmarked Reserves is a healthy £24.287m (23/24 was £20.947m) There are ongoing risks due to inflationary cost pressures, the rising cost of living, delayed local government finance reforms, the onset of LGR, and long-term funding uncertainties. Additionally, future capital funding is a concern, as illustrated in the MTFs, with reserves expected to decrease to approximately £15 million by 2029/30. The Council aims to reduce carbon emissions and promote borough growth, which will require funding from reserves. The repayment of internal borrowing (MRP) has been reliant on NHB receipts, whilst this has been extended for one additional year for 2025/26 these will then cease with no replacement currently on the horizon. The General Fund balance of £2.604m accords with the Council's approved MTFs.

Revenue carry-forward requests and Reserve Commitments

- 4.15 The Council's robust financial position enables it to fund service demand or cost pressures not identified in the budget. Some of these have already been mentioned above (e.g. Carbon Offsetting, LGR and Simpler Recycling) but other pressures include regeneration of West Bridgford Town Centre, and replacement of the Council Chamber AV system and updating the Council's finance system. Requests for the use of reserves in 2025/26 (from 2024/25 efficiencies) to support continuing cost pressures and delivery of the Council's priorities are shown in **Appendix E**.

Capital

- 4.16 The year-end Capital Programme provision totalled £12.154m (see **Table 3 and Appendix C**). This comprised of an opening budget of £11.079m, plus carry forwards of £3.405m and adjustments of £3.417m and rephasing of budgets to 2025-26 (approved in quarters 1 to 3) of £5,747m. Actual expenditure in relation to this revised provision totalled £7.045m (58% of the revised budget) a variance of £5.109m, £4.308m of which is requested to be carried forward for schemes that have been rephased from 2024/25 and the Council has committed to delivering in 2025/26.

Table 3 Capital Summary

EXPENDITURE SUMMARY	Original Budget £000	Current Budget £000	Actual £000	Variance £000
Development and Economic Growth	2,220	2,061	1,035	(1,026)
Neighbourhoods	8,559	9,290	5,711	(3,579)
Finance & Corporate Services	150	517	299	(218)
Contingency	150	286	0	(286)
Total Expenditure	11,079	12,154	7,045	(5,109)
Financing Analysis	-	-	-	-
Capital Receipts	(2,989)	(2,010)	(782)	1,228
Government Grants	(2,745)	(4,643)	(3,457)	1,186
Use of Reserves	(2,053)	(3,477)	(1,403)	2,074
Grants/Contributions	0	(338)	(409)	(71)
Section 106 Monies	(3,292)	(1,686)	(994)	692
Borrowing	(0)	(0)	(0)	0
Total Funding	(11,079)	(12,154)	(7,045)	5,109
Net Expenditure	-	-	-	-

The main underspends are as follows:

- Land Acquisition Carbon Offsetting £1.5m – this budget was created from efficiencies in 2023/24 £0.425m and 2024/25 £0.698m and £0.377m from New Homes Bonus Reserve. This will allow the Council to implement the Carbon Offsetting Framework as approved at Cabinet 14 May 2024. This budget needs to be carried forward to pursue opportunities in 2025/26 and beyond.
- Home Upgrade Green Energy Grants (HUG2) £0.727m – this scheme is 100% grant funded and managed by the East Midlands Net Zero Hub with works carried out by EON, and RBC acting only as agent with no control over the outcome. The underspend represents the amount of grant available which has not been utilised. This was due to external delays to the inception of the scheme and grant conditions meaning that only ‘off-gas properties’ were eligible within certain income boundaries limiting the number of suitable applicants meeting the criteria.
- Rushcliffe Oaks Crematorium - £0.488m – £0.550m was carried forward of this £0.150m was for potential VAT liability relating to partial exemption, this was not breached and can be released as a saving. The remaining amount of £0.338m is to be carried forward for enhancements following post-opening feedback.
- Cotgrave and Keyworth Leisure Centre Enhancements £0.398m – due to rephasing of the scheme, capital completion of Cotgrave was completed 12 May 2025 and Keyworth works commenced 28 April. Budget is required to be carried forward to cover these works.
- Disabled Facilities Grants - £0.297m, this has been committed but works not yet complete, budget is required to be carried forward. It is noted that a sustainable longer-term solution is required as both demand and costs rise. The Council continues to lobby Central Government for additional and redistributed grant allocations. An additional £0.113m was received in 2024/25 and this forms part of the carry forward, this increase will continue into 2025/26 There are longer term pressures on this service and the need to support the most vulnerable in our community, an additional £0.2m has been allocated from 2024/25 efficiencies to support this budget.
- Contingency £0.286m – in addition to the budget of £0.150m and £0.180m was carried forward from 2023/24 with only £28k allocated to Bingham Car Park machines and £16k for air conditioning at Boundary Court. The balance will be carried forward.
- Bingham Arena Enhancements - £0.250m set aside for post opening enhancements, requires carry forward.
- Information Systems Strategy £0.218m – this is relating to a number of projects including AV system replacement and Bartec upgrade. Due to resource issues within the team the projects have been rephased and therefore require the budget to be carried forward.

- Vehicle - £0.197m, mostly relates to pest control vans which will be delivered in 2025/26, carry forward is required.

A summary of the main variances can be found in **Appendix E and F** including savings of £0.986m, acceleration of £0.176m, overspends of £9k and a net carry forward request of £4.308m. Details of all variances can be found in **Appendix C**.

- 4.17 **Appendix D** shows the Outturn position on the **Special Expenses** budget. Budgets within the Special Expenses area are also exposed to cost-of-living risks and the impact on household disposable income. The Special Expenses outturn budget deficit for West Bridgford is £50k. The total net deficit in the notional West Bridgford Fund as at 31 March 2025, is £0.184m comprising of an opening deficit of £0.134m adjusted for the in-year deficit of £50k. The budgets are set using estimates and the timing of expenditure can result in variances against the budget. The main variances are related to reduced income from Gresham and Sir Julian Cahn (undergoing refurbishment) and has resulted in the £50k deficit. The budget going forward will aim to ensure deficits are recovered; and post refurbishment it is hoped that income from facility hire will increase.

Financial Outturn Conclusion

- 4.18 Despite the financial challenges experienced, prudent budgeting has negated the need to draw on reserves or to externally borrow. Inflation has now begun to fall, however there remains a risk to both Council expenditure and to income receipts as pressures remain on household disposable income. The impact of LGR, local government funding reforms and other government policy initiatives such as Simpler Recycling continue to pose challenges to the MTFS.
- 4.19 The Council remains committed to driving efficiency and innovation. The Transformation and Efficiency Plan, encompasses medium-term projects that consistently challenge Council processes and drive income streams. In light of the additional pressures identified, transformation is an essential requirement and the biggest transformation project, LGR, is on the horizon.
- 4.20 Whilst the Council currently has a relatively healthy reserves balance, this is a finite resource, and reserves will diminish over time. With the aforementioned challenges there remains the need to maintain healthy reserve balances. Reserves are necessary to insulate the Council against significant financial risks and enable the Council to deliver its corporate priorities, to improve services and invest and grow the Borough.
- 4.21 The year-end Financial Statements are subject to audit by Mazars and are anticipated to be considered by the Governance Scrutiny Group in September 2025.

Performance Monitoring – Corporate Strategy 2024-27

- 4.22 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 second 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. We are approaching a mid-point in the Strategy and a refresh is planned for this year. This will provide a timely opportunity to align tasks with the emerging Local Government Reorganisation agenda announced by the Government in November 2024. The full corporate scorecard is in **Appendix G**.

Overall, there are eight performance measures that have not met target this year. Primarily these are for community facilities (two performance indicators), Rushcliffe Oaks crematorium (two performance indicators) and waste management (two performance indicators). In July 2024, Corporate Overview Group scrutinised the under-performance of community facilities and the crematorium and as a result action plans were put in place. It will take a while for these services to fully realise the benefits of the work that has taken place, and performance is expected to improve during 2025/26. Waste management performance has been lower than historic levels for a little while whilst waiting for the Environment Act changes to be implemented. Residents will start to see these changes later this year once Simpler Recycling begins with the introduction of glass recycling bins to households.

- 4.23 Full explanations for all exceptions can be found in **Appendix G**.

The Environment

- 4.24 The Corporate Strategy 2024-27 pushes 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 progress comments are shown in the Annual Strategic Task Report.

- **Deliver the Climate Change Strategy 2021-2030** – currently 35% progress
- **Implement the Environment Act commitments** – showing as 20%.

Performance Highlights

CS_LINS77 Percentage reduction of CO2 from the Council's own operations (from 2008/09 baseline).

The scope 1 emissions are down by 119% (due to the vast impact from the HVO (Hydrotreated Vegetable Oil) implementation however when incorporating the leisure centres, this gives an 80% percent reduction leaving 3,074T CO2e to drop by 2023. This means that the land acquisition is still very much needed to give us the residual amount CO2e.










The success for the scope 1 is down to the HVO and the fact that the greenhouse gas conversion factors for this compared to mineral diesel is 90% reduction. This has dropped the CO₂e from 854T 2023/2025 to 11T 2024/2025. Also, there was still approx. 50,000l mineral diesel being purchased for the smaller fleet and thus a further saving is to be made. Another major contributing factor is the removal of gas from Cotgrave Leisure Centre which again has dropped the figures. Overall, there has been a reduction in gas and an increase in electricity, but this is due to the air source heat pump being commissioned at Cotgrave.

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** – Nationally councils are seeing reductions in recycling rates and this is not unique to Rushcliffe. The Simpler Recycling changes such as kerbside glass collections in December 2025, changes to what can be included in the blue bins from March 2026 to include plastic food and fruit trays, some plastic plant pots and Tetra Pak, and a weekly food waste collection service (October 2027) should see recycling rates improve significantly and closer to an overall 60% once all the changes have been implemented.

For comparison a recycling and composting rate of 46% in 2023/24 was made up of 5773 tonnes of blue bin waste, 12113 tonnes of garden waste and 2603 tonnes of glass against a total of 23771 tonnes of grey bin waste. In 2024/25, the figures were 5783 tonnes of blue bin waste, 11216 tonnes of garden waste and 24713 tonnes of grey bin waste, and as can be seen most tonnages are consistent although the difference in garden waste collected (wet grass is heavier) can see the overall recycling and composting rate affected.

- **Percentage recycling contamination rate** – the year-end contamination rate, as supplied by Veolia tipping site for our dry recycling (blue bin) waste is slightly above target. Work is ongoing to work on reducing this through comms campaigns about putting the right items in the bin, work on communal bin stores which are more difficult to manage and working with repeat 'offenders' where blue bins are regularly contaminated. Much of what is currently classed as contamination will change to accepted items as part of the Simpler Recycling input specification changes to be introduced in March 2026 when other plastics such as food and fruit trays, some plastic plant pots and Tetra Pak are included in a revised list of what can be accepted.
- **Note:** Average NO_x level for Air Quality Management Areas in the Borough – this indicator has ceased following a decision by Cabinet on 11 February 2025 to revoke the monitoring of Air Quality Management Areas. NO_x levels have dropped below national thresholds over the last five years and a decision was taken to revoke these areas.

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

Quality of Life

- 4.25 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.

Performance Highlights

The performance of indicators in Strategic Housing demonstrates significant positive outcomes, highlighting the effectiveness of our current strategies despite challenging market conditions and ongoing issues with stalled Section 106 sites. The reduction in the number of households in temporary accommodation and shorter lengths of stay indicate successful efforts to prevent homelessness and provide more stable housing solutions. Additionally, the high percentage of applicants rehoused in shorter timeframes reflects effective prioritisation of urgent cases and robust case management. Overall, these achievements illustrate the resilience of our processes and policies in navigating current market pressures and planning constraints.










LINS51 Number of leisure centre users – public

Bingham Arena continues to outperform all expectations 2 years after opening. Housing growth and expansion in the local area has given rise to high demand for leisure activities and swimming lessons. Similarly, Cotgrave leisure Centre has seen an increase in swimming activity following recent refurbishment of the changing rooms. The leisure industry in general is recovering well following Covid-19 with usage returning to pre-covid levels.

- **Be an active partner in the delivery of the East Midlands Devolution Deal** – this task will continue throughout this strategy and is currently at 35%
- **Deliver Rushcliffe's Leisure Strategy 2021-2027** – progress is currently at 70%.

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

- **Percentage usage of community facilities** – whilst we have not achieved the target of 50% significant progress is being made with all aspects of Facilities Management of our Community Facilities.
 - A new Facilities Manager and Supervisor have been recruited
 - A new AV system for Rushcliffe Arena has been procured and will be installed allowing for better and more consistent Hybrid usage
 - The Sir Julien Cahn Pavilion redevelopment is underway with a refreshed building to attract more customers scheduled for September.

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"> • Percentage usage of community facilities 				

Sustainable Growth

- 4.26 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, progress comments are shown in the Annual Strategic Task Report.

- **Provide community leadership in the redevelopment of the Ratcliffe on Soar site, during and post decommissioning of the power station** – 40% progress
- **Implement Levelling-up and Regeneration Bill commitments** – 10% progress
- **Adopt a Greater Nottingham Strategic Plan** – currently 70% progress

- **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
- **Develop and deliver an Economic Growth Strategy for the Borough** – the strategy has been adopted and the task is complete. Delivery will now fall under operational monitoring.

Performance Highlights

CS_LIDEG02a Percentage of major applications dealt with in 13 weeks or agreed period (10 or more houses) – quarterly

The team have worked incredibly hard to ensure continued achievement in ensuring that the processing of major applications have been dealt with in 13 weeks or the agreed period, especially with an influx of applications in the last month of the quarter. This increased from the previous quarter shows how good the team are performing with respect to major applications.

CS_LIDEG03a Percentage of non-major applications dealt with in 13 weeks or agreed period (10 or more houses) – quarterly

The team have remained consistent in achieving a very high performance of dealing with non-major planning applications within the prescribed time period. Especially as application numbers increased in the last month of the quarter which resulted in additional pressures with high workloads across the board.

CS_LIDEG10a Priority 1 planning enforcement inspections carried out in target time

The enforcement team are continuing to act swiftly when priority 1 enforcement cases are received, ensuring that inspections are carried out quickly, achieving a very high percentage of compliance with the required level. The carrying out of site visits early in an enforcement investigation allows the team to then undertake the next steps of moving investigations forward quicker.










LINS24 Number of affordable homes delivered

During the year, there were 18 sites within the Borough that delivered affordable housing. They delivered 293 affordable housing units of the following tenures: 116 units for affordable rent, 51 units for social rent, 124 units for intermediate use and 2 first homes. This was above the expectation when the target of 189 was set at the start of the year.

There are 11 sustainable growth performance indicators, only one is an exception:

- **Total car parking income** – whilst delay in start of Bingham car parking changes now in place. Delayed by 4 weeks.

Resurfacing works in Nursery then Bridgford car parks affected income and new rates weren't introduced until May 2025.

SUSTAINABLE GROWTH									
Strategic Tasks					Performance Indicators				
 1	 4	 0	 0		 6	 0	 1	 0	 4
No exceptions					One exception: <ul style="list-style-type: none"> Total car parking income 				

Efficient Services

- 4.27 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, progress comments are shown in the Annual Strategic Task Report.

- **Deliver good value for money in Council operations for residents** – current progress is 30% (100% for 2024/25) and is being monitored through the year with the Medium-Term Financial Strategy (MTFS)
- **Participate in an LGA Corporate Peer Challenge and implement recommendations** – progress is 100%. This now becomes part of ongoing day to day working.
- **Conduct a review of the Council's asset base** – current progress at 50%.

Performance Highlights

LINS73b Income generated from parks, pitches and open spaces

The new café contract at RCP is performing well, and more events have taken place on our open spaces generating additional income from parking and other ancillary activities.

The investment in playing field and pitches has been transformative in particular the income generated from the AGP pitches at Gresham Sports Park. With further investment in the pitch and courts in West Park and West Bridgford this revenue stream is looking very positive for 2025/26 and beyond.










LINS12 Average length of time for the approval of a DFG

The average length of time for the approval of a DFG dropped from 5 weeks in April to 1 week by the end of 2024/25. This is a significant improvement and there were no cases on hand at the end of March.

- There are 11 performance indicators falling under the Efficient Services priority. Four are exceptions at this stage of the year:
- **Number of cremations held at Rushcliffe Oaks** – 617 cremations were carried out in 2024/25, 39 of which were directs (no service). Engagement with industry colleagues throughout the year indicated that there were periods that were quieter than usual and this was picked up by the national press with a BBC article based on a study conducted by Continuous Mortality Investigation (CMI). The study found that death rates have reached a record low with the rates being lower than pre-pandemic levels. The review of the crematorium business plan will look at numbers of cremations across the year as well as associated income based on experience of the last 2 years and insight from the industry.
- The team at Rushcliffe Oaks continue to develop and enhance their offer and respond to feedback from funeral directors and families with the recent installation of a new path from the flower court to the car park area to create a shorter route for elderly and less able visitors. Rushcliffe Oaks was also recently shortlisted for the APSE Innovation Awards for sustainable memorialisation. The team also hosted their first 'Chance to chat' café at the Crematorium for those that have attended services there and others in the community who are bereaved.
- **Income from all activities at Rushcliffe Oaks** – based on income generated in 2024/25 Rushcliffe Oaks has seen growth of 36% when compared to year 1 (2023/24), this is significant for a new business and reflects the work done on communications; reputation and relationship building. The team and facility continue to get incredibly positive feedback from families, funeral directors and other local stakeholders. Further work is being done on the business plan to update this, for future years, based on the experience of the first 2 years and insight from the industry.
- **Percentage of Councillors completing e-learning mandatory e-learning modules this municipal year** – engagement with e-learning modules by councillors has improved over the last twelve months with the introduction of single sign-on and a 'course of the month' email. The Member Development Group is meeting soon and will discuss this issue.
- **Income generated from community buildings** – usage for Capital refurbishment of the Sir Julien Cahn is underway and this has led to some loss of booking due clashes in timings which can't be accommodated. Marketing of the venues continue and the project to replace the AV equipment at Rushcliffe Arena is well underway with the intention of driving community buildings income.

Whilst the income target for our community venues has not been achieved the work generated by the significant income generated by our parks and playing fields has kept the facilities team very busy.

The new management team have a renewed focus on income generation and customer satisfaction from our community venues in 2025/26 with improved marketing and improved customer engagement.

EFFICIENT SERVICES									
Strategic Tasks					Performance Indicators				
 1	 2	 0	 0		 22	 3	 4	 0	 0
No exceptions					Four exceptions: <ul style="list-style-type: none"> • Number of cremations held at Rushcliffe Oaks • Income from all activities at Rushcliffe Oaks • Percentage of Councillors completing e-learning modules this municipal year • Income generated from community buildings 				

5. Risks and Uncertainties

- 5.1. Failure to comply with Financial Regulations in terms of reporting on both revenue and capital budgets could result in criticism from stakeholders, including both Councillors and the Council's external auditors.
- 5.2. The transfer of the net surplus to reserves will relieve pressure on Council budgets such as system upgrades and service pressures arising post budget setting (as discussed in paragraphs 6.3 and 6.4 below) and carry forward of budget efficiencies will assist the Council to meet its priorities to support and grow the Borough.
- 5.3. Local Government Reorganisation may impact as early as 2027 or 2028, inevitably if organisational objectives change then finances will have to shift. The cost of implementing changes both financially and regarding attraction and retention of staff during the consultation and transition period are currently largely unknown but are expected to have a significant impact.
- 5.4. Increases in employers National Insurance contributions will not be fully met by grant income to mitigate this in 2025/26 and it is unknown if there will be further grants in future years. Further costs may also be passed to the Council via rising contract costs as suppliers seek to recover their own increased costs.
- 5.5. Changes in Central Government policy can impact the amount and timing of Business Rates received, such as adjustments to small Business Rates relief. Additionally, there is a potential risk from Government reform, although significant changes are not expected before the 2026/27 period.

- 5.6. There is an ongoing risk from inflation affecting the Council's expenditures, including fuel and utilities, as well as income from fees and charges. This situation is being closely monitored and, if necessary, will be incorporated into regular financial reporting to the Cabinet and Corporate Overview Group.
- 5.7. Recruitment continues to be challenging in the sector and this increases the pressure on the pay budgets and agency costs and the ability to deliver high quality services.
- 5.8. The Council must be adequately protected against such risks, necessitating a sufficient level of reserves. Additionally, the Council should have the flexibility to utilise reserves for projects with potential benefits or when there is a shift in strategic direction. The Council remains committed to maintaining financial resilience during these challenging times.

6. Implications

6.1. Financial Implications

Financial implications are covered in the body of the report.

6.2. Legal Implications

There are no direct legal implications arising from this report. 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 2024/25 revenue position and efficiencies identified in **Table 1**, the variances in **Table 2** (and **Appendix A**)
- b) the changes to the earmarked reserves as set out at **Appendix B** along with the carry forwards and appropriations to reserves in **Appendix E**
- c) the capital carry forwards outlined in **Appendix C** and summarised in **Appendix F**
- d) the update on the Special Expenses outturn at paragraph 4.17 and in **Appendix D**, and
- e) performance exceptions (detailed in paragraphs 4.22 to 4.27) to judge whether further scrutiny is required.

For more information contact:	Peter Linfield Director of Finance and Corporate Services Tel: 0115 9148 439 plinfield@rushcliffe.gov.uk
Background papers available for Inspection:	Council 7 March 2024 – 2024/25 Budget and Financial Strategy Cabinet 10 September 2024 – Revenue and Capital Budget Monitoring Q1 Cabinet 10 December 2024 – Revenue and Capital Budget Monitoring Q2 Cabinet 11 March 2025 – Revenue and Capital Budget Monitoring Q3
List of appendices:	Appendix A – Revenue Variance Explanations Appendix B – Movement in Reserves Appendix C – Capital Variance Explanations Appendix D – Special Expenses Position Appendix E – Carry forward and reserve commitments Appendix F – Summary Capital carry forwards Appendix G – Strategic Performance Scorecard

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Revenue Variance Explanations (over £25k)

Adverse variances in excess of £25k

Service	Reason	Outturn Variance £'000
Development & Economic Growth		
Planning & Growth	£105k Planning fees income lower than budgeted due to reduction in demand from new developments, £68k enforcement costs and £207k appeals (covered by release from Planning Appeals Reserve)	380
Property Services	£48k salaries unable to be capitalised due to rephasing of the capital programme, £55k tree repair works (covered by £45k release from reserves), £29k utilities Rushcliffe Arena	133
Central Mail	Increased costs of postage	31
Neighbourhoods		
Depot & Contracts	£56k Edwalton Golf Course due to extended closure following adverse weather conditions in the spring 2024, £83k fleet and tanker hire (due to ageing fleet, vehicles have now been replaced), Other costs; utilities, tyres and other equipment.	254
Strategic Housing	£45k upgrade to Choice Based Lettings software, £26k emergency accommodation	71
Finance & Corporate Services		
Revenues & Benefits	£205k benefits due to rent increase from supported housing provider (covered by release from reserves for 2024/25 but ongoing revenue budget pressure), £43k local council tax discounts (care leavers and annexe).	248
Financial Services	£85k increase in bad debt provision , £43k increase in merchant card fees.	128
Total Adverse Variances		1,245

Favourable variances in excess of £25k

Service	Reason	Outturn Variance £'000
Development & Economic Growth	-	-
Planning & Growth	£80k agency budget not required, £49k Idox saving due to not moving to cloud.	(130)
Economic Development	UKSPF admin grant not budgeted	(65)
Building Control	Provision of Building Control by South Kesteven, lower than budget, account surplus distributed	(54)
Neighbourhoods	-	-
Depot & Contracts	£148k diesel, £109k Parkwood Leisure Contract, £98k parking (£25k increase in income and £73k saving on contract), £49k Eastcroft depot rent savings on contract renewal, £22k salary savings (net of agency cover)	(426)
Environmental Health	£157k Homes for Ukraine funding (request to transfer to reserves), £70k Taxi licence income, £43k Idox saving due to not moving to cloud, £25k costs recovered (works in default £16k and housing checks on behalf of other authorities)	(295)
Streetwise	£25k salary savings (net of agency), £48k consumables and materials, £31k additional income, £21k fuel.	(125)
Strategic Housing	Homelessness grant applied in year	(145)
Community Development	£110k additional income from Gresham AGP pitches, £27k Bio-diversity grant awarded.	(137)
Finance & Corporate Services	-	-
Financial Services	Higher returns on investment due to rates of interest and higher investment balances £1.1m, Contingency not required £0.5m, and other minor variances	(1,639)
Revenues & Benefits	£83k Council Tax costs recovered, £63k Housing Benefit overpayments recovered.	(145)
ICT	Saving on support and maintenance mainly due to delay in rolling out Autopilot AI tool and Keep It backup solution for 365 (carry forward £61k requested to continue these works)	(108)

Service	Reason	Outturn Variance £'000
Communications & Customer Services	£42k vacant post in Performance & Reputation, £28k part year vacancies in Customer Services	(70)
Chief Executive	-	-
Legal	Staff turnover gave rise to short vacant periods and scale point differences	(51)
Total Favourable Variances	-	(3,390)
-	-	-
Technical Adjustments	Technical adjustment reducing departmental expenditure on rental costs due to New Accounting Standards IFRS16 adjustments requiring rental commitments to be capitalised. This is subsequently offset by an increase in MRP which is charged to the General Fund and therefore an overall net nil impact on the budget and tax payer.	(452)
Other Minor Variances	-	190
-	-	-
Total Variance	-	(2,407)

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Movement in Reserves

Movement in Reserves	Balance at 31.03.24	Transfers in	Transfers out	Balance at 31.03.25	Transfers in notes	Transfers out notes
	£000	£000	£000	£000	-	-
Investment Reserves						
Regeneration and Community Projects	3,226	1,817	(762)	4,281	£1061 planned transfers (£759 NHB, £75k Special Expense play areas, £62k Annuity Charge, £165k sinking funds) £36k crematorium sinking fund from 23/24 underspends (OS reserve), £720k from 24/25 efficiencies (Appendix E)	Capital spend: Cotgrave Leisure Centre (£575k), ICT (£176k) and Bridgfield (£11k)
Investment Properties Sinking Fund	795	200	(113)	882	£200k planned transfer to reserves from investment properties income	Capital spend: Manvers (£96k), Castle Donnington (£17k)
New Homes Bonus	9,652	1,565	(3,064)	8,153	£1,509 NHB income, £56k from saving on 23/24 MRP	(£759) to Regeneration reserve, (£750) to climate change reserve, (£1,178) MRP, £377k to climate change reserve
Corporate Reserves	-	-	-	-	-	-

Movement in Reserves	Balance at 31.03.24	Transfers in	Transfers out	Balance at 31.03.25	Transfers in notes	Transfers out notes
Organisation Stabilisation	3,261	2,560	(1453)	4368	£1,124k I&E surplus, £200k release Freeport reserve, £1,236 from 24/25 efficiencies (Appendix E)	(£68) app guard, (£421k) carry forwards from 23/24 underspends, (£536k) 23/24 underspends, (£56k) 23/24 MRP saving, (£45k) tree survey works, (£205k) Supported Housing Provider rent increase. Capital spend (£122k) ICT
Climate Change	201	2,350	(59)	2,492	£850k planned transfer (£750k from NHB, £100k additional grant income) £425k from 23/24 underspends (OS reserve), £377 from NHB reserve, £698k from 24/25 efficiencies (Appendix E)	(£4) Bin lorry wraps, Capital spend; Cotgrave Leisure centre (£43k), Gamston/SJCP (£7k), Streetwise EV (£6k)
Treasury Capital Depreciation Reserve (IFRS 9)	1,173	137		1, 310	£137k from 24/25 efficiencies (Appendix E)	-
Collection Fund S31 Reserve	1,085	-	(1085)	0	-	(£65k) planned transfer to revenue to cover previous deficits. £1,020k to Simpler Recycling reserve

Movement in Reserves	Balance at 31.03.24	Transfers in	Transfers out	Balance at 31.03.25	Transfers in notes	Transfers out notes
Development Corporation (Freeport)	200	-	(200)	0	-	(£200k) release to organisation stabilisation reserve no longer required.
Risk and Insurance	100	-	-	100	-	-
Planning Appeals	349	285	(210)	424	£75k from 23/24 underspends (OS reserve), £210k from 24/25 efficiencies (Appendix E)	(£210k) to revenue for planning appeals
Elections	51	50	-	101	£50 planned transfer from General Fund underspend	-
Flood Grant & Resilience	0	28	(6)	22	£28k planned transfer in from additional grant.	(£6k) flood grants to parishes
Simpler Recycling	0	1,250	-	1,250	£1,020k from collection fund reserve, £230k from 24/25 efficiencies (Appendix E)	-
LGR	0	200	-	200	£200k from 24/25 efficiencies (Appendix E)	
Operating Reserves	-	-	-	-	-	-
Planning	56	-	-	56	-	-
Leisure Centre Maintenance	28	15	-	43	£15k planned transfer from General Fund Underspend	-
Vehicle Replacement Reserve	770	185	(350)	605	£185k planned transfer for replacement of Streetwise fleet	Capital spend (£350) vehicle replacement
-	-	-	-	-	-	-
TOTAL	20,947	10,642	(7,302)	24,287	-	-
General Fund Balance	2,604	-	-	2,604	-	-

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Capital Programme March 2025

	Original Budget £000	Current Budget £000	Actual YTD £000	Variance £000	Carry forward (C)/ Saving (S)/ Overspend (O)/ Acceleration (A)	Notes
DEVELOPMENT AND ECONOMIC GROWTH						
REPF (Rural England Prosperity Fund) Capital Grants	0	487	487	0	n/a	Scheme fully delivered
UKSPF (UK Shared Prosperity Fund) Capital Grants	0	153	153	0	n/a	Scheme fully delivered
Manvers Business Park Enhancements	200	100	96	(4)	C	Roller shutters complete. £200k Roof reprofiled to 25/26. Balance required to be carried forward for phase 2 and additional £100k may be required in 25/26 due to price increases, this will look to be met from contingency.
Streetwise Depot	240	140	64	(76)	C	£40k original estimate for EVCP but revised cost £60k to be funded from UKSPF. Contractor appointed and EV infrastructure is complete. Balance is required for enhancement works not yet started, tender documents still being finalised.
Bridford Park Kiosk	0	0	0	0	n/a	Planning approval obtained to construct a dedicated staff toilet for the kiosk. Building regs application to be made and works to be tendered. Scheme reprofiled to 25-26
Colliers BP Enhancements	0	0	0	0	n/a	Installation of barriers and bollards for security to be assessed. Guttering and cladding under review. Not urgent, £16k reprofiled to 25/26.
Highways Verges: Cotgrave/Bingham/Cropwell Bishop	190	50	13	(37)	C	Works at Woodview completed. Schemes complicated as Highways Authority need to be consulted - possible use of SLA to enable NCC to lead and commission VIA. £140k already

						reprofiled to 25-26. Carry forward of remaining underspend required.
Traveller Site Acquisition	1,000	0	0	0	n/a	No sites identified, no commitments. Provision removed (funding from NHB repatriated: £377k to the Climate Change Reserve for land acquisition and balance back to the NHB Reserve).
RCCC Premises	35	35	0	(35)	S	Low value works have been written off to revenue, no further work required.
Cotgrave Phase 2	0	71	33	(38)	C	£33k commemorative gardens covered by UKSPF funding. Underspend to be carried forward for potential resolutions re anti-social behaviour i.e. lighting and potential enhancement to business hub.
Boundary Court	0	16	17	1	O	Air Conditioning Replacements. Minor overspend.
Bingham Arena Enhancements	0	250	0	(250)	C	Residual £250k provision to meet post opening enhancements for Bingham Arena and Enterprise Centre.
Water Course Improvements	210	30	22	(8)	C	Order placed for feasibility work, need clearance from the Environment Agency. Contractor on site undertaking surveys. Works to continue 25/26.
The Point	0	15	0	(15)	C	Ramp roller shutter to be done, £25k already reprofiled to 25/26, remainder to be carried forward
Bingham Market Place Improvements	0	6	0	(6)	C	Balance to be carried forward for paving works.
Devonshire Railway Bridge	100	0	0	0		VIA inspection identified some remedial work but not urgent. £100k scheme reprofiled to 26/27.
Walkers Yard 1a/b and 3	70	70	0	(70)	C	Works not committed and use of unit 3 under review. No enhancement works needed at present. Balance requested to be carried forward to cover enhancements at Cotgrave Business Hub.

Rushcliffe Oaks Crematorium	150	550	62	(488)	S/C	£150k of this provision is for VAT if the partial exemption calculation is breached, this is not the case and £150k can be given up as a saving. £400k was to address any post opening enhancement works required. Drainage and paving works undertaken. £54k UKSPF funding applied. A small retention is now held on the main contract. There are some outstanding enhancements yet to be completed £338k is requested to be carried forward.
Keyworth Cemetery	25	0	0	0	n/a	Surveys undertaken. Works to be agreed with the Diocese. Quotes to be sourced. No commitments yet. £25k reprofiled to 25/26.
West Bridgford Town Centre - Environmental Improvements	0	88	88	0	n/a	UKSPF funded works complete.
	2,220	2,061	1,035	(1,026)	-	-
NEIGHBOURHOODS						
Vehicle Replacement	454	737	540	(197)	C	A review of the fleet has been carried out and there was a need to accelerate the purchase of a Tanker and a Crane Tipper. Pest Control Vans will now be delivered in 25/26.
Support for Registered Housing Providers	2,500	24	26	2	O	Budget has mainly been reprofiled to future years. Spend in 24/25 for units practical completion on Garage Sites Ph 2.
Discretionary Top Ups	0	64	64	0	n/a	This provision is to meet existing commitments and contains top up monies from County.
Disabled Facilities Grants	695	1,145	848	(297)	C	There is continued pressure on the Mandatory DFG provision. RBC has had to commit its own resources to support service delivery. Additional grant of £113k has been awarded. Underspend can be carried forward to meet future commitments.
Hound Lodge Enhancements	325	0	0	0	n/a	£325k provision reprofiled into 26/27.
Rushcliffe Arena Enhancements	0	65	0	(65)	C	Low value works in year written off to revenue, carry forward required for enhancement works.

Car Park Resurfacing	0	79	59	(20)	C	Bridgford Road works complete. Balance to be carried forward for works arising.
Cotgrave & Keyworth Leisure Centre Enhancements	2,620	3,056	2,658	(398)	C	In year spend funded by £162k Sports England Grant, £780k Strategic CIL and £35k Sec 106, £420k UKSPF and £304k Salix (12% match funding from climate change reserve). The remainder funded by reserves and capital receipts. Capital completion of Cotgrave Leisure Centre is scheduled for 12 May 2025. Keyworth Leisure Centre works commence on 28 April 2025. Underspend required to be carried forward for continuation of these works.
Edwalton Golf Club Enhancements	30	30	0	(30)	C	Sum not yet committed. An action plan has been completed, currently obtaining quotes for flood works, expected to commence September 2025. It is essential for these works to be completed before any internal enhancements take place. Budget to be carried forward to facilitate these works.
Toothill Sports Complex Improvements	100	10	0	(10)	C	Consultant assessment received at a cost of £5k this year. Sum for improvements to Athletics Track subject to a pre-app with planning. Options to be assessed but are tied in with school redevelopment. £90k has been reprofiled to 25/26 to align with school development plans. Underspend to be carried forward.
Gresham Sports Park Redevelopment	0	88	26	(62)	C	Moving shipping container complete, CCTV improvements (following ASB/crime issues) has slipped into 25/26. Further work on swale and trees required. £20k expenditure on cricket wickets fully funded by English Cricket Board Grant. A consultant will be commissioned for the CCTV specification. Carry forward required for these works.
Land Acquisition Carbon Offsetting	0	1,500	0	(1,500)	C	Cabinet approved new initiative. Carry forward required to cover land purchase for sale agreed in 2025/26.

RETROFIT Grants	103	583	511	(72)	S	New Government Initiative fully funded. Scheme complete. Underspend £72k (funding received matches spend)
Gamston Community Centre Enhancements Special Expense	130	130	14	(116)	C	Sum for decarbonisation works. Successful Salix bid. Contract tendered but no bidders. Consultant designer approved. A retender exercise has been completed with 4 bids received. Carry forward required to progress works which need to align with SJCP to preserve bookings.
HUG2 Green Energy Grants	534	890	163	(727)	S	New initiative, fully funded by Government Grant. Significant underspend due to delay in scheme implementation. Funded to spend, surplus will be returned.
Car Park Machines Bingham	0	28	29	1	O	Replacement and new installations. Works complete. Minor overspend.
Rushcliffe Country Park Play Area	0	97	99	2	O	Works complete. Site opened June 24. Minor overspend.
External Door/Window Upgrades Various Sites	0	46	0	(46)	C	To be undertaken ad hoc, no commitments yet. Budget to be carried forward.
Sharphill Paths Special Expense	0	7	7	0		Funded from UKSPF; works complete.
Bridge Field Access Imps Spec Exp	0	53	56	3	O	Works complete. £20k funded from UKSPF; £25k Neighbourhood CIL; and £11k from Special Expense Capital Reserve. Minor overspend.
Alford Road Football Pitches	0	28	26	(2)	S	Order placed. £23k funding from Neighbourhood CIL; £3.4k Football Foundation Grant. Works complete minor underspend.
Edwalton Community Facility Spec Exp	498	0	151	151	A	Detailed design and cost plan to be drawn up. Legal Agreement to be drafted. Estimated build cost £628k and total of £840k including land and legal and professional costs. Budget already reprofiled to 25/26; land was acquired at end 2024/25 and expenditure is now £151k this has been funded from UKSPF.

Greythorn Drive Play Area Spec Exp	0	106	92	(14)		C	Play area complete June 2024, funded from Sec 106. Mini MUGA still to be completed. Requested project management support from VIA. Carry forward required for completion also funded from Sec106.
Bridgford Park and Bridge Field Play Areas Spec Exp	75	159	88	(71)		C	£75k UKSPF funding allocated; £13k S106; work is ongoing carry forward required to complete, further Sec 106 available with remaining to be funded from capital receipts.
The Hook Works	0	6	6	0			Works required to the ditch at Hook Nature Reserve funded from UKSPF complete.
West Park Julien Cahn Pavilion Special Expense	495	359	223	(136)		C	£50k redirected from Lutterell Hall for teen play area, work to commence in June. Main contractor for SJCP commenced construction in April 2025, completion expected September 2025. £164k funded by Cricket Board Grant, £44k Salix (12% match funding from reserves), remainder from capital receipts. Carry forward required to complete works.
	8,559	9,290	5,711	(3,579)			
FINANCE & CORPORATE SERVICES							
Information Systems Strategy	150	517	299	(218)		C	Finance income management system completed on budget £110k. Financial Management System replacement commenced underspend £23k to be carried forward. Works have commenced on AV replacement project; the hearing loop has been installed but remaining works slipped to 2025/26 £78k carry forward required. The following carry forwards are also required; ICT replacement programme £12.5k (£5k monitor replacement slipped), ICT Security £21k (SIEM network monitoring work slipped), technical infrastructure £13k, Digital strategy £40k (works deferred), Applications Apps £31k (works deferred).
	150	517	299	(218)			
CONTINGENCY							

Contingency	150	286	0	(286)	C	Budget movement: Original Budget £150k. £180k brought forward from 23-24; £28k allocation Bingham Car Park Machines; £16k allocation Boundary Court Air Con.
	150	286	0	(286)		
TOTAL	11,079	12,154	7,020	(5,134)		
IFRS 16 adjustments for donated assets			750			Keyworth Leisure Centre and Rushcliffe Country Park brought onto balance sheet as an asset to comply with IFRS16 and funded as a donation.
TOTAL EXPENDITURE			7,771			

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Special Expenses Outturn 2024/25

	Original Budget £	Outturn Actuals £	Outturn Variance £	Reasons for variance
West Bridgford				
Parks & Playing Fields	486,700	501,218	14,518	£8k Bridgford Park (patrols required for ASB £3.5k and ground works £4.5k) £6k shortfall on room hire at West Park.
West Bridgford Town Centre	115,100	127,680	12,580	New electrical pillars for Christmas lights and overspend on Christmas event due to weather conditions.
Community Halls	101,300	131,343	30,043	Shortfall on income targets for room hire; Gamston £13k and SJCP £21k (mainly due to closure for capital works)
Contingency	7,300	0	(7,300)	-
Annuity Charges	98,000	98,188	188	-
RCCO	75,000	75,000	0	-
Sinking Fund (The Hook)	20,000	20,000	0	-
Total	903,400	953,429	50,029	-
Keyworth	-	-	-	-
Cemetery & Annuity Charges	14,200	12,980	(1,220)	Savings on responsive works
Total	12,700	12,980	(1,220)	-
Ruddington	-	-	-	-
Cemetery	10,400	10,305	(95)	-
Total	10,400	10,305	(95)	-
TOTAL SPECIAL EXPENSES	928,000	976,764	48,714	-

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Carry Forwards and Reserve Commitments

	Reserve		£000
Carry forward to 24/25			
ICT maintenance contracts	OS		61
Nottinghamshire county Council DHP top up underspend	OS		11
Planning Skills Delivery funding underspend for Design Code and GIS training	OS		19
Positive Futures to cover grant cut (9 months at old rate)	OS		8
Total carry forwards			99
Appropriation to/(from Reserves)			
Bin Wraps	Climate Change		(4)
Flood Grants to Parishes	Flood Grant & Resilience		(6)
Tree survey repair works	OS		(45)
Rent increase from supported housing provider	OS		(205)
Planning appeals	Planning Appeals		(210)
Top up planning appeals reserve	Planning Appeals		210
Defra food waste container funding	Simpler Recycling		163
Defra food waste project management funding	Simpler Recycling		67
Economic Growth signage	Regeneration & Community Projects	Q1	70
Land acquisition for carbon offsetting	Climate Change	Q2	698
West Bridgford town centre regeneration	Regeneration & Community Projects	Q2	500
Top up Disabled Facilities Grants	OS	Q2	200
Council Chamber Av	Regeneration & Community Projects	Q2	150
Homes for Ukraine	OS	Q3	157
Local Government Reorganisation	LGR	Q3	200
Treasury capital depreciation	Treasury Capital	Q3	137
Local Government Reorganisation	OS	Q4	461

Agency cover for sickness	OS	Q4	250
Green belt funding works in 2025/26	OS	Q4	70
Total Reserves Appropriations	(transfer in £3,432, transfer out £470)		2,863
Transfers between reserves			
Freeport reserve not required	Freeport		(200)
Organisation Stabilisation reserve	OS		200
New homes bonus reserve	New Homes Bonus		(377)
Top up climate change reserve for land acquisition	Climate Change		377
Collection fund reserve not required	Collection Fund		(1,020)
Top up simpler recycling reserve	Simpler Recycling		1,020
Total Carry Forwards and Reserves Commitments			2,962





Summary capital variances

Capital Outturn Variance Analysis 2024-25	£000s
Carry Forwards	-
Manvers business Park Enhancements	(4)
Streetwise Depot (Unit 10 Moorbridge)	(76)
Highways Verges: Cotgrave / Bingham / Cropwell Bishop	(37)
Cotgrave Phase 2	(38)
Bingham Arena Enhancements	(250)
Watercourse Improvements	(8)
The Point	(15)
Bingham Arena Enhancements	(6)
Walkers Yard 1 a & b and 3	(70)
Rushcliffe Oaks Crematorium	(338)
Vehicle Replacement Programme	(197)
Disabled Facilities Grants	(297)
Car Park Resurfacing	(20)
Rushcliffe Arena Enhancements	(65)
Cotgrave & Keyworth Leisure Centre Enhancements	(398)
Edwalton Golf Course Enhancements	(30)
Toothill Sports Complex Improvements	(10)
Gresham Sports Park Enhancements	(62)
Land Acquisition Carbon Offsetting	(1,500)
Gamston Community Centre Enhancements Special Expense	(116)
External Door / Window / Upgrades Various Sites	(46)
Greythorn Drive Play Area Special Expense	(14)
Bridgford Park and Bridge Field Play Areas Special Expense	(71)
West Park Julien Cahn Pavilion Special Expense	(136)
ICT	(218)
Contingency	(286)
Sub-total	(4,308)
Savings	
Rushcliffe Customer Services Contact Centre	(35)
Rushcliffe Oaks Crematorium	(150)
Retrofit Grants	(72)
Home Upgrade Green Energy Grants (HUG2)	(727)
Alford Road Football Pitches	(2)
Sub-total	(986)
Overspends	
Boundary Court	1
Support for Registered Housing Providers	2
Car Park Machines – Bingham	1
Rushcliffe Country Park Play Area	2
Bridgfield Access Improvements Special Expense	3
Sub-total	9
Accelerations	
Edwalton Community Facility Special Expense	176
Sub-total	176
Total	(5,109)






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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

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><div></div></div> 35%
	ST2427_02 Implement the Environment Act commitments	31-Mar-2027	<div><div></div></div> 20%

Status	Ref.	Description	Q4 2024/25			2024/25	2023/24
			Value	Target	Long Trend	Target	Value
🟢	CS_LINS01	Percentage of streets passing clean streets inspections	97.9%	97.5%	⬇️	97.5%	96.8%
🟡	CS_LINS06	Cumulative number of fly tipping cases (against cumulative monthly comparison for last year)	1108	957	⬇️	957	868
	CS_LINS14	Average NOx level for Air Quality Management Areas in the Borough				40µg/m³	25µg/m³






Note: Monitoring of Air Quality Management Areas has ceased following a decision by Cabinet on 11 February 2025. NO_x levels have dropped below national thresholds over the last five years and a decision was taken to revoke these areas.

	CS_LINS18	Percentage of household waste sent for reuse, recycling and composting	44.32%	50.00%		50.00%	46.46%
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Nationally Councils are seeing reductions in recycling rates and this is not unique to Rushcliffe. The Simpler Recycling changes such as kerbside glass collections in December 2025, changes to what can be included in the blue bins from March 2026 to include plastic food and fruit trays, some plastic plant pots and Tetra Pak, and a weekly food waste collection service (Oct 2027) should see recycling rates improve significantly and closer to an overall 60% once all the changes have been implemented.





For comparison a recycling and composting rate of 46% in 2023/24 was made up of 5773 tonnes of blue bin waste, 12113 tonnes of garden waste and 2603 tonnes of glass against a total of 23771 tonnes of grey bin waste



















In 2024/25 the figures were 5783 tonnes of blue bin waste, 11216 tonnes of garden waste and 24713 tonnes of grey bin waste, and as can be seen most tonnages are consistent although the difference in garden waste collected (wet grass is heavier) can see the overall recycling and composting rate affected

	CS_LINS20	Percentage recycling contamination rate	14.76%	12%		12%	-
The year-end contamination rate, as supplied by Veolia tipping site for our dry recycling (blue bin) waste is slightly above target. Work is ongoing to work on reducing this through comms campaigns about putting the right items in the bin, work on communal bin stores which are more difficult to manage and working with repeat 'offenders' where blue bins are regularly contaminated. Much of what is currently classed as contamination will change to accepted items as part of the Simpler Recycling input specification changes to be introduced in March 2026 when other plastics such as food and fruit trays, some plastic plant pots and Tetra Pak are included in a revised list of what can be accepted.							
	CS_LINS23	Residual waste collected per household, in kilos	471.99	480.00		480.00	485.87
	CS_LINS77	Percentage reduction of CO2 from the Council's own operations (from 2008/09 baseline)	-56%	-9%		-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><div>35%</div></div>
	ST2427_04 Deliver Rushcliffe's Leisure Strategy 2021-2027	31-Mar-2027	<div><div>70%</div></div>










Status	Ref.	Description	Q4 2024/25			2024/25	2023/24
			Value	Target	Long Trend	Target	Value
	CS_LINS25	Number of households living in temporary accommodation	10	18		18	13
	CS_LINS26a	Cumulative number of main housing duty decisions issued	77	80		80	61












	CS_LINS27a	Average length of stay of all households in temporary accommodation	5 weeks	11 weeks		11 weeks	6 weeks
	CS_LINS29a	Cumulative number of successful homelessness prevention outcomes	86	72		72	74
	CS_LINS31a	Percentage of applicants within Bands 1 and 2 rehoused within 26 weeks from the date of application	86.6%	60%		60%	84.92%
	CS_LINS32	Average number of weeks for all Home Search applicants to be rehoused through Choice Based Lettings	20 weeks	50 weeks		50 weeks	29.75 weeks
	CS_LINS51	Number of leisure centre users - public	1,283,779	1,241,500		1,241,500	1,187,612
	CS_LINS52	Number of Edwalton Golf Courses users	52,943	42,000		42,000	39,234
	CS_LINS72b	Percentage usage of community facilities	45.3%	50%		50%	33.1%
<p>Whilst we have not achieved the target of 50% significant progress is being made with all aspects of Facilities Management of our Community facilities.</p> <p>A new Facilities Manager and Supervisor have been recruited.</p> <p>A new AV system for Rushcliffe Arena has been procured and will be installed allowing for better and more consistent Hybrid usage.</p> <p>The Sir Julien Cahn Pavilion redevelopment is underway with a refreshed building to attract more customers scheduled for September.</p>							
	CS_LINS80a	Percentage food businesses broadly compliant at first assessment/ inspection	93%	91%		91%	91%
	CS_LINS80g	All crime figures within Rushcliffe per 1000 per head of population	44.06	-		-	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><div>40%</div></div>
	ST2427_06 Implement Levelling-up and Regeneration Bill commitments	31-Mar-2027	<div><div>10%</div></div>
	ST2427_07 Adopt the Greater Nottingham Strategic Plan	31-Mar-2027	<div><div>70%</div></div>
	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><div>40%</div></div>
	ST2427_09 Develop and deliver an Economic Growth Strategy for the Borough	31-Mar-2027	<div><div>100%</div></div>

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Status	Ref.	Description	Q4 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	8.3%	10%		10%	2.3%
	CS_LIDEG06	Percentage of appeals allowed against total number of Non-Major planning applications determined by the authority	1%	10%		10%	0.4%
	CS_LIDEG07	Number of planning applications received	1561	-		-	1580
	CS_LIDEG09	Number of Planning Application decisions issued	1244	-		-	1380
	CS_LIDEG33	Number of new homes built	No data available – reported annually			-	1110

Status	Ref.	Description	Q4 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			-	45,270
	CS_LIDEG41	Level of income generated through letting property owned by the Council but not occupied by the Council	£1,977,885	£1,901,700		£1,901,700	£1,911,430
	CS_LIDEG50	Percentage of UKSPF and REPF funding allocated	100%	100%		100%	34%
	CS_LINS24	Number of affordable homes delivered	293	189		189	283
	CS_LINS60	Number of users of paid council car parks	993,100	905,000		905,000	903,457
	CS_LINS61	Total car parking income	£961,550	£1,019,000		£1,019k	£847,956
<p>Delay in start of Bingham car parking changes now in place. Delayed by 4 weeks</p> <p>Resurfacing works in Nursery then Bridgford car parks affected income and new rates weren't introduced until May 2025.</p>							

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><div>30%</div></div>
	ST2427_11 Participate in an LGA Corporate Peer Challenge and implement recommendations	31-Mar-2027	<div><div>100%</div></div>
	ST2427_12 Conduct a review of the Council's property asset base	31-Mar-2027	<div><div>50%</div></div>

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Status	Ref.	Description	Q4 2024/25			2024/25	2023/24
			Value	Target	Long Trend	Target	Value
	CS_LIDEG02a	Percentage of major applications dealt with in 13 weeks or agreed period (10 or more houses) – quarterly	96.2%	70%		70%	85.4%
	CS_LIDEG03a	Percentage of non-major applications dealt with in 13 weeks or agreed period (10 or more houses) – quarterly	91.9%	70%		70%	85.7%
	CS_LIDEG10a	Priority 1 and 2 planning enforcement inspections carried out in target time	95.56%	80%		80%	-
	CS_LIDEG40b	Percentage of council owned units occupied	99.07%	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	617	623		686	505

617 cremations were carried out in 2024/25, 39 of which were directs (no service). Engagement with industry colleagues throughout the year indicated that there were periods that were quieter than usual and this was picked up by the national press with a BBC article based on a study conducted by Continuous Mortality Investigation (CMI). The study found that death rates have reached a record low with the rates being lower than pre-pandemic levels. The review of the crematorium business plan will look at numbers of cremations across the year as well as associated income based on experience of the last 2 years and insight from the industry.

The team at Rushcliffe Oaks continue to develop and enhance their offer and respond to feedback from funeral directors and families with the recent installation of a new path from the flower court to the car park area to create a shorter route for elderly and less able visitors. Rushcliffe Oaks was also recently shortlisted for the APSE Innovation Awards for sustainable memorialisation. The team also hosted their first 'Chance to chat' café at the Crematorium for those that have attended services there and others in the community who are bereaved.

Status	Ref.	Description	Q4 2024/25			2024/25	2023/24
			Value	Target	Long Trend	Target	Value
	CS_LIDEG61	Income from all activities at Rushcliffe Oaks	£664,832	£714,507		£714,507	£483,054

Based on income generated in 2024/25 Rushcliffe Oaks has seen growth of 36% when compared to year 1 (2023/24), this is significant for a new business and reflects the work done on communications; reputation and relationship building. The team and facility continue to get incredibly positive feedback from families, funeral directors and other local stakeholders. Further work is being done on the business plan to update this, for future years, based on the experience of the first 2 years and insight from the industry.

	CS_LIFCS10	Percentage of invoices for commercial goods and services which were paid by the authority in payment terms	96.12%	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	£0.749m	£0.712m		£0.712m	£0.322m
	CS_LIFCS20	Percentage of Council Tax collected in year	99.10%	99.00%		99.00%	99.10%
	CS_LIFCS21	Percentage of Non-domestic Rates collected in year	98.80%	99.20%		99.20%	98.74%
	CS_LIFCS22a	Average number of days to process a new housing benefit claim	8.42	13		13	9.23

Status	Ref.	Description	Q4 2024/25			2024/25	2023/24
			Value	Target	Long Trend	Target	Value
✓	CS_LIFCS22b	Average number of days to process a change in circumstances to a housing benefit claim	3.75	4	↓	4	2.66
✓	CS_LIFCS22c	Average number of days to process a new council tax reduction claim	12.58	18	↑	18	13.68
✓	CS_LIFCS22d	Average number of days to process a change in circumstances to council tax benefit claim	2.4	4	↓		2.02
⚠	CS_LIFCS33	Percentage of time when key ICT systems are unaffected by downtime	97.1%	99.5%	↓	99.5%	99.64%
✓	CS_LIFCS43a	Percentage of expected Councillors attending in-person training events this municipal year	54.89%	50%	↑	50%	51.6%
⚠	CS_LIFCS43b	Percentage of Councillors completing e-learning mandatory e-learning modules this municipal year	39.77%	80%	↑	80%	23.1%
Engagement with e-learning modules by councillors has improved over the last twelve months with the introduction of single sign-on and a 'course of the month' email. The Member Development Group is meeting soon and will discuss this issue.							
⚠	CS_LIFCS52	Percentage of complaints responded to within target times	93.4%	95%	↓	95.0%	92.7%
✓	CS_LIFCS62	Percentage increase in digital transactions	2.14%	2.0%	↑	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	97.42%	90%	-	90%	-
✓	CS_LINS04	Streetwise income from external customers and key partners	£529,468	£447,900	?	£447,900	-
✓	CS_LINS07a	Percentage of licensing applications processed within target time	94.1%	90%	↑	90%	90.79%

✓	CS_LINS12	Average length of time for the approval of a DFG	1 weeks	12 weeks	↑	12 weeks	8 weeks
✓	CS_LINS19b	Number of missed bins (residual, dry recycling and garden waste) reported	2,993	3,500	?	3,500	-
✓	CS_LINS49	Number of empty homes brought back into use	10	10	↓	10	10
●	CS_LINS73a	Income generated from community buildings	£100,000	£142,000	↑	£142,000	£106,854

Capital refurbishment of the Sir Julien Cahn is underway and this has led to some loss of booking due clashes in timings which can't be accommodated. Marketing of the venues continue and the project to replace the AV equipment at Rushcliffe Arena is well underway with the intention of driving Community buildings income.

Whilst the income target for our community venues has not been achieved the work generated by the significant income generated by our parks and playing fields has kept the facilities team very busy.

The new management team have a renewed focus on income generation and customer satisfaction from our community venues in 2025/26 with improved marketing and improved customer engagement.

✓	CS_LINS73b	Income generated from parks, pitches and open spaces	£342,450	£219,600	↑	£219,600	£277,332
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Corporate Overview Group

Tuesday, 17 June 2025

Annual Review of Strategic Tasks

Report of the Director of Finance and Corporate Services

1. Purpose of report

1.1. Council adopted the current Corporate Strategy in December 2023. During the development of the new Strategy, Corporate Overview Group received a review of progress towards the delivery of the Strategic Tasks as contained within the 2019-2023 Corporate Strategy (21 February 2023). Members of the Group commented that the review was a helpful document and asked for an annual review of the delivery of the strategic tasks to come to Corporate Overview Group for the duration of the next Corporate Strategy.

1.2. This report presents an overview of the delivery of the strategic tasks contained within the 2024-2027 Corporate Strategy with further information at Appendix One.

2. Recommendation

It is RECOMMENDED that Corporate Overview Group:

- a) Review the progress reported against each strategic task set in the 2024-2027 Corporate Strategy contained within Appendix One
- b) Highlight any potential areas for scrutiny during the coming year.

Reasons for Recommendation

2.1. The Council's Corporate Strategy sets out its ambitions for the Borough over a four-year period through four Corporate Priorities and a number of Strategic Tasks.

2.2. The Corporate Overview Group receives a quarterly report outlining the Council's performance and high-level updates concerning the Strategic Tasks.

2.3. This report focuses more fully on the delivery of the Strategic Tasks over the last eighteen months allowing for more in-depth and focused scrutiny to take place.

3. Supporting Information

3.1. As part of the development of the 2024-2027 Corporate Strategy, Corporate Overview Group scrutinised the delivery of the Strategic Tasks contained within

the 2019-2023 Strategy and the contribution those Tasks had made towards the Council's identified Priorities. In addition, the Group was asked to consider potential Strategic Tasks for the new Corporate Strategy. The Group noted that this information was more detailed than that contained within the standard quarterly performance monitoring reports and asked for an annual report on the delivery of the Strategic Tasks to be presented to the Group throughout the life of the new Corporate Strategy.

- 3.2. This report forms the first of these reviews following almost eighteen months of activity under the 2024-2027 Corporate Strategy following its adoption in December 2023.
- 3.3. The 2024-2027 Strategy maintained the same four corporate priorities as its previous Strategy:
 - Quality of Life
 - Efficient Services
 - Sustainable Growth
 - The Environment.
- 3.4. Under these four Priorities were twelve Strategic Tasks. Some of these Tasks were within the Council's control to deliver, some involved working with partners, and others had the Council taking the role of influencer championing the views of Rushcliffe's residents in more regional projects. Progress has been made on all twelve Strategic Tasks.
- 3.5. Appendix One outlines that progress against what the Council set out to achieve at the start of the 2024-2027 Corporate Strategy. Where possible it quantifies that progress and highlights what will be focused on during the coming year.
- 3.6. Two Strategic Tasks have been completed, and it is proposed that these now fall under operational monitoring. The Council's participation in a Corporate Peer Challenge was concluded in November 2024 though the Council accepts that work will be ongoing in some areas. Additionally, the Council adopted an Economic Growth Strategy in October 2024 and operational delivery of the actions contained within the Strategy is already underway.
- 3.7. As a 'living' Strategy, the opportunity has also been taken to review if any significant projects not foreseen during the development of the current Corporate Strategy should be subsumed under its banner and monitored as part of this process moving forward. The publication of the English Devolution White paper in December 2024 presents a potentially significant amount of work for the Council to undertake over the next few years. It is proposed that 'Participate in the county-wide reorganisation of Local Government in response to the English Devolution White Paper' is monitored and reported on as part of the Corporate Strategy moving forward.
- 3.8. In addition to scrutinising the progress made to date on delivering the tasks contained within the 2024-2027 Corporate Strategy, Corporate Overview Group

is asked to consider whether any of the updates presented cause sufficient concern to prompt more in-depth scrutiny later this year.

4. Risks and Uncertainties

- 4.1. There are no risks or uncertainties in reviewing the delivery of the Council's Strategic Tasks. Individual projects within the Corporate Strategy may have specific risks identified but these are monitored as part of operational processes.

5. Implications

5.1. Financial Implications

There are no direct financial implications contained within this report. The funding of the Corporate Strategy has been incorporated into the Council's Medium Term Financial Strategy and Transformation Plan, which are approved by Council. The impact of LGR is likely to have a financial impact on the Council on work required to prepare for LGR such as disaggregation of systems, contracts etc. The cost of this exercise cannot yet be quantified however it is expected to be significant. The Council has therefore proposed to earmark £0.6m from the 2024/25 in-year efficiencies for this cost pressure.

5.2. Legal Implications

There are no direct legal implications contained within this report.

5.3. Equalities Implications

There are no direct equalities implications contained within this report.

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

There are no direct Section 17 implications contained within this report.

5.5. Biodiversity Net Gain Implications

There are no direct biodiversity net gain implications contained within this report.

6. Link to Corporate Priorities

The Environment	The delivery of the Strategic tasks contained within the Corporate Strategy directly links to the identified Corporate Priorities.
Quality of Life	
Efficient Services	
Sustainable Growth	

7. Recommendations

It is RECOMMENDED that Corporate Overview Group:

- a) Review the progress reported against each strategic action set in the 2024-2027 Corporate Strategy contained within Appendix One
- b) Highlight any potential areas for scrutiny during the coming year.

For more information contact:	Charlotte Caven-Atack Head of Corporate Services 0115 9148278 ccaven-attack@rushcliffe.gov.uk
Background papers available for Inspection:	Review of Strategic Tasks – Corporate Overview Group – February 2023 2024-2027 Corporate Strategy – Council – December 2023
List of appendices:	Appendix One – Annual Review of Strategic Tasks 2025



Rushcliffe
Borough Council

RUSHCLIFFE BOROUGH COUNCIL

Annual report on the delivery of the strategic tasks



The Council adopted its current Corporate Strategy in December 2023. The Corporate Strategy sets the overall direction the Council is planning to take over the next four years.

To help focus attention and resources, the Council has identified four priorities.

They are:

- The Environment
- Quality of Life
- Sustainable Growth
- Efficient Services.

Twelve strategic tasks are contained within the Corporate Strategy under these four priorities. Each year, progress in the delivery of these tasks will be reviewed and reported to the Corporate Overview Group. This enables the Group to track progress and evaluate the impact of strategic tasks as far as is possible. It also provides an opportunity for tasks that have been completed to be removed from the Corporate Strategy Action Plan and any new strategic tasks to be included.

This keeps the Council's Corporate Strategy live, relevant and reactive, making it easier for the Council to adapt to change, take advantage of opportunities and respond nimbly in an ever-evolving environment.

Alongside this annual report on progress towards delivering the strategic tasks, Corporate Overview Group receives a quarterly report on the Council's performance and Cabinet receives a quarterly report on the Council's budget and expenditure. These three reports triangulate to provide a comprehensive picture of how the Council is delivering on its published Corporate Strategy.

This document follows the Council's four priorities and provides a narrative description of the progress made over the last 12 months in the delivery of the strategic tasks laid out in the Corporate Strategy Action Plan.

Where possible (and helpful) this information is supported with performance figures or infographics to demonstrate progress towards our goals or the scale of our operations.

The final section of this report considers which tasks have been completed and should drop into more operational delivery and monitoring regimes, and where significant projects or tasks have emerged since the publication of the current Corporate Strategy but should now be included as new strategic tasks.

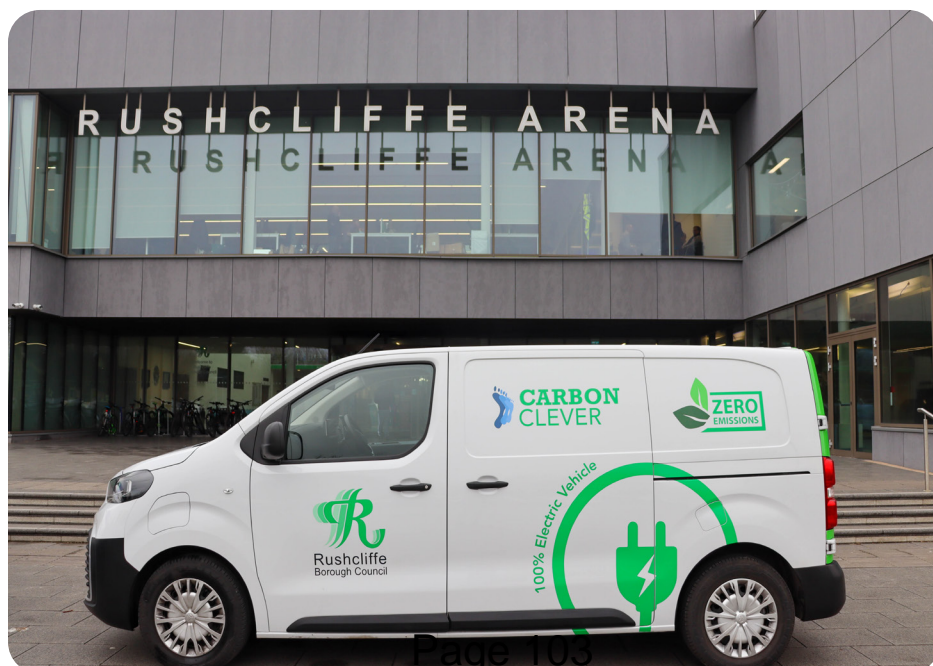
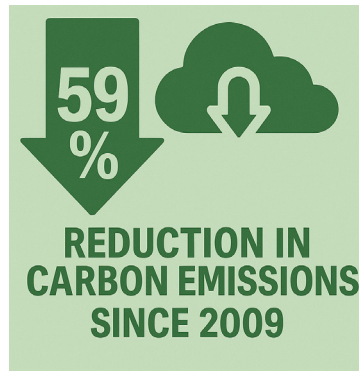


The Environment

The Council knows that the natural environment is precious and not something anyone can afford to take for granted. The Council is fully committed to playing its part in protecting the environment today and enhancing it for future generations.

The Council has already taken steps to ensure that, where it can, it is making changes to operate in a more environmentally responsible way. This has led to a 59% reduction in carbon emissions since 2008/09. Since 2014/15, the Council has seen a 71% reduction in carbon emissions as it takes on more assets through building new low carbon leisure centres. This is a fantastic achievement so far, with more work to be done to ensure the Council achieves its target of being net-zero in its own operations by 2030.

Being a green Borough is not just about carbon reduction and energy efficiency activity, it is also about preserving the green and rural nature of the Borough. The Council is committed to nature conservation, working to strike the right balance between facilitating necessary development without sacrificing the Borough's rural identity that the Council and so many residents value. Nature conservation is also vital for wildlife in the Borough as well as for its role in mitigating the effects of climate change.



Deliver Rushcliffe's Climate Change Strategy 2021-2030

The Council has set a target of being carbon neutral in its own operations by 2030. It recognises that the environment is of great importance to residents in Rushcliffe and that the Council must work collectively with residents and businesses to make the greatest possible impact for the Borough now, and for future generations.

The Climate Change Strategy focuses on reducing the emissions associated with the Council's buildings and activities, supporting residents and business to reduce their emissions, and protecting and increasing green spaces for residents to enjoy, for wildlife to thrive and to mitigate the effects of climate change.

Delivery of the Climate Change Strategy mainly falls within the Council's Carbon Management Plan which is scrutinised annually by the Communities Scrutiny Group. The most recent report features projects and data from the first year of this Corporate Strategy.

Key achievements from 2023/24 include:

- Switching to Hydrogenated Vegetable Oil instead of diesel in our heavy fleet (bin lorries), the introduction of three electric vehicles for facilities management, Streetwise and environmental health, and two electric buggies at Rushcliffe Country Park as part of our vehicle replacement programme decarbonisation.
- Decarbonisation activities at Cotgrave Leisure Centre including a complete interior refurbishment, fabric upgrades, LED lighting, replacing the gas-fuelled heating systems with air-source heat pumps, a large solar panel array removing dependency on fossil fuels.
- Distribution of grants for residents in older properties that are deemed 'hard-to-heat' for insulation, low carbon heating solutions, and solar electric.
- Contributed to the Nottinghamshire County Council Local Nature Recovery Strategy which will feed into the Rushcliffe Nature Conservation Strategy revision later this year.

In terms of the coming year, efforts will be focused on:

- Decarbonisation activities at Keyworth Leisure Centre, Sir Jullien Cahn Pavillion and Gamston Community Hall.
- Investigations into solar PV arrays on Rushcliffe Arena, electric vehicle charging points in Bridgford Road car park, and decarbonisation of Gresham Sports Park.
- Land acquisition to offset the Council residual carbon emissions, known as Carbon Sequestration by biological sequestration.



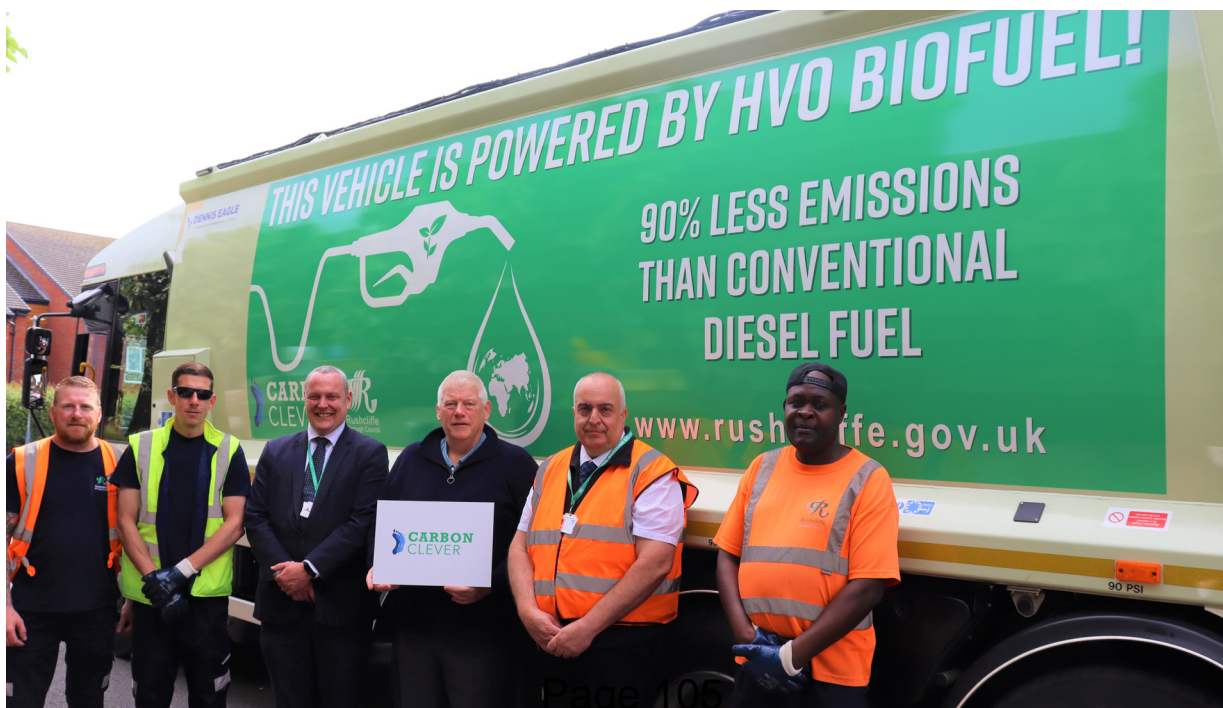
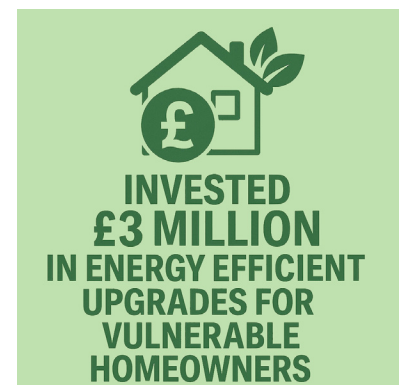
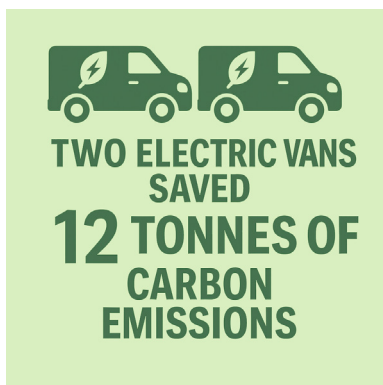
Deliver Rushcliffe's Climate Change Strategy 2021-2030

Senior Responsible Officer: Dave Banks – Director Neighbourhoods

Portfolio Holder: Councillor R Upton – Portfolio Holder for Planning and Housing

Success Measures:

- Carbon Neutral in Council operations by 2030. Report on % achieved each year
- Progress against actions within Carbon Management Plan – Report on % 'completed' and 'in progress' each year
- Reduction in Co2 emissions from Diesel/fuel consumption - 60% by September 2024
- Percentage of available Rushcliffe Biodiversity Support Grant allocated each year – target 100%
- No of Local Wildlife Sites (LWS). Target = No net loss of LWS sites
- Percentage of Tree canopy cover in Rushcliffe. Target = increase up to 20% from a base of 11.1%



Implement the Environment Act commitments

After a number of delays and complications, the Environment Act finally achieved Royal Assent in November 2021. However, the necessary secondary legislation detailing how the main tenants of the Act were to be delivered was not published until early 2024.

Whilst the Council had been busy making plans, alongside colleagues in other authorities across Nottinghamshire, the majority of decisions were delayed until the secondary legislation was released.

Since the publication of the secondary legislation, work has been undertaken to introduce kerbside glass collections to households across the Borough from December 2025, collect a wider diversity of dry recyclables in the blue bins from April 2026, and to introduce a completely new food waste service also from October 2027. Work has also been undertaken on potential Smoke Control Areas in the Borough and on projects to increase bio-diversity in the Borough.

Autumn 2025 will see grey 180 litre wheeled bins with purple lids delivered to all households in the Borough in preparation for the kerbside collection of glass. This new service will be launched on 1 December 2025 and will see the new bins collected on a six-weekly basis on the same day as the existing grey (residual waste) bin. The service will require the purchase of two additional refuse vehicles and four new members of staff.

An extensive communications campaign has been launched to ensure residents are aware of the changes to glass collection across the Borough. The introduction of a new kerbside glass recycling service will be combined with a review of existing bring sites with a reduction in these facilities as residents benefit from being able to recycle their glass at home.



Implement the Environment Act commitments

From April 2026, residents will be able to recycle a greater range of materials in the blue (dry recycling) bin including fruit punnets, plastic food trays and tetrapak containers. The Council will be participating in a wide-ranging communications campaign to increase resident awareness of this change but is not expecting to need to undertake much work behind the scenes to deliver this extension to an existing service.

Perhaps the biggest change for residents, and for the service, is the introduction of weekly food waste collections from October 2027. As this will be a completely new service, officers are already working on resourcing and logistics, and this work is being progressed via existing arrangements such as through the Nottinghamshire Waste Officers Group and the Councillor-led Nottinghamshire Joint Waste Management Committee.

At this stage, the new service is expected to need up to 10 extra vehicles, 20 extra staff, and an internal food caddy and an external food caddy for each property in the Borough. October 2027 will also see a further change to what can be recycled in the blue (recycling) bin with soft plastics, such as carrier bags, being accepted from that date although the exact collection method has yet to be confirmed.

Communities Scrutiny Group discussed the introduction of Smoke Control Areas in October 2023. It was decided not to extend any smoke control areas at this time although this may be reviewed. Whilst not part of the 2021 Environment Act, the Council has recently (Cabinet February 2025) revoked its two Air Quality Management Areas having improved air quality at two significant road junctions in the Borough.



Implement the Environment Act commitments

Senior Responsible Officer: Dave Banks – Director Neighbourhoods

Portfolio Holder: Councillor R Inglis – Portfolio Holder for Environment and Safety

Success Measures:

- Increase Bio-Diversity within the Borough by 10%
- Increase in percentage of household waste sent for reuse, recycling and composting.
- A reduction in residual waste collected per household, in kilos.
- Annual mean concentration of PM2.5 concentrations of 12 micrograms per metre cubed ($\mu\text{g}/\text{m}^3$) or below by January 2028
- Reduce average population exposure to PM2.5 concentrations by 22% by January 2028 when compared to 2018 baseline data.



**IMPROVED
AIR QUALITY
AT TWO
SIGNIFICANT
ROAD JUNCTIONS**



**COLLECTS
2,500 TONNES OF
GLASS RECYCLING
YEARLY**



**36
NO MOW SITES
TO ENHANCE
BIODIVERSITY**





Residents' quality of life will always be a priority for the Council. Quality of life is all about how residents feel about living in the Borough, its environment, and the community facilities they can access.

The Council knows from the 2021 residents' survey that 84% of residents are satisfied with their local area as a place to live. This is fantastic, but not something the Council takes for granted. It is important for the Council to continue to work hard to ensure that the Borough remains a great place to live, work and socialise.



Be an active partner in the delivery of the East Midlands Devolution Deal

The East Midlands Combined County Authority (EMCCA) was established in 2024 and is expected to bring an extra £38m to the East Midlands annually. EMCCA, the output of the Government's Devolution Deal, has been devolved some national powers and has an elected Mayor for the East Midlands.

The Council is engaging proactively with EMCCA to help ensure the significant benefits the new authority can bring deliver benefits for Rushcliffe. Both the Leader and Deputy Leader sit on boards that feed into EMCCA representing the Council as a whole and the views of local residents and businesses. The majority of the work to date has involved building relationships with the new authority, its officers and the East Midlands Mayor, Claire Ward.

A document outlining the Borough's priorities has been discussed with EMCCA with the purpose of seeking support for large scale projects to deliver significant outcomes for the Borough. These projects include:

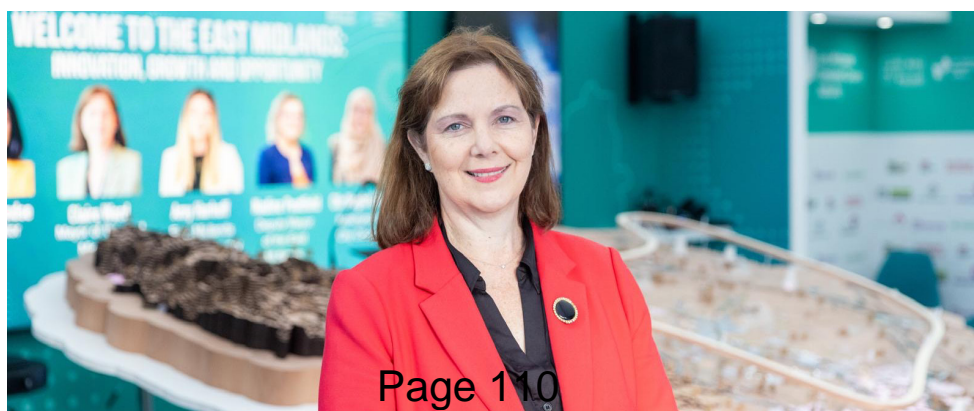
- Infrastructure improvements to support the redevelopment of ROS including J24, local roads, public transport and grid connection
- Attracting investment to our allocated employment sites creating space for new businesses as well as employment opportunities for our residents
- Promoting the Borough to attract more visitors to support our town centres and local businesses to continue to thrive.

Senior Responsible Officer: Adam Hill – Chief Executive

Portfolio Holder: Councillor N Clarke – Leader of the Council and Portfolio Holder for Strategic and Borough-wide Leadership

Success Measures

- Investment in infrastructure within the Borough which is a direct result of the funding provided as part of this deal from Central Government.





The Council's excellent leisure facilities are one of the many reasons why the Borough is such a fantastic and well-regarded place to live. Over the life of this Corporate Strategy the successful delivery of the Leisure Strategy will include refurbishment of Cotgrave Leisure Centre and Keyworth Leisure Centre, working in partnership with local health services to support 'the inactive' into regular activity, maintaining the existing local standards for provision of open spaces, children's' play areas and allotments, and creating more outdoor wellbeing opportunities including walking and cycling throughout the Borough.

During 2024/25, extensive work has taken place at Cotgrave Leisure Centre including the installation of an air source heat pump and solar PV array; an upgrade to the youth centre; spin and fitness studio conversions; the complete refurbishment of the wet-side changing village; improvements to the dry-side facilities and exterior; redevelopment of the Sports Hall; and the installation of a Changing Places toilet. The Leisure Centre has seen a large increase in the number of users, especially for the new spin and fitness studios. Keyworth Leisure Centre is the focus of 2025/26 with repairs to the roof and a complete internal refurbishment. Both projects are expected to cost approximately £5.5m. Opportunities for grant funded decarbonisation projects are being sought for Keyworth Leisure Centre.

Significant progress has also been made towards Sharphill Community Centre in Edwalton. The land has been purchased and planning permission for a community hall, large and small meeting rooms, external public toilets, and external storage for the Friends of Sharphill Wood Group. The Community Centre is expected to open in the spring of 2026.

In January 2025, Cabinet approved a variation to the existing leisure contract with Parkwood Leisure to encompass Edwalton Golf Course and East Leake Leisure Centre at the expiration of their existing contracts in July 2027 providing stability and security for residents in the Borough in terms of the Council's leisure provision.


Grant funding of £163,000 has been received from the England and Wales Cricket Board for five cricket practice nets at West Park, and the local football facility plan has been refreshed with assistance from Notts FA. A flood mitigation report and accompanying action plan for remedial works at Edwalton Golf Courses has been completed. These works will be undertaken in October following which £100,000 will be spent refurbishing the club house. 2024/25 was the first year the Council received three separate Green Flags for parks and green spaces in the Borough. The Council is hoping to achieve a fourth, for Bridgford Park, in 2025/26.

Senior Responsible Officer: Dave Banks – Director Neighbourhoods

Portfolio Holder: Councillor J Wheeler – Portfolio Holder for Leisure and Wellbeing, ICT and Member Development

Success Measures:

- 55,000kwh solar power generated at Cotgrave Leisure Centre in year by March 2025
- £25,000 p/a reduction in utility costs at Cotgrave Leisure by March 2026
- 3% increase in usage of Cotgrave and Keyworth Leisure Centres by March 2027
- Improved levels of activity in the Rushcliffe Borough as recorded by the Sport England Active Lives data tables



**COTGRAVE
SWIMMING POOL
300 TONNES
OF CARBON
EMISSIONS
YEARLY**



**ACHIEVED 3
GREEN FLAG
AWARDS IN OUR
PARKS AND
GREEN SPACES**



**£163,000
GRANT FUNDING
FOR FIVE NEW
CRICKET NETS AT
WEST PARK**

Sustainable Growth

Rushcliffe is determined to play its part in shaping the future of the Borough ensuring the needs and aspirations of Rushcliffe residents are met in all future developments.

This involves a significant amount of partnership working as delivering upon the commitments outlined below will require the participation of a number of different stakeholders. The Council accepts that sometimes it will be leading and sometimes supporting others to deliver what communities need to grow in a sustainable way.

As part of the Council's commitment to sustainable growth, it wants to make certain that it is supporting the growth of communities, not just the building of new homes. This means ensuring that new developments have the community infrastructure they need including green spaces, parks, play areas and community spaces, as well as working on linking new developments to existing settlements with established communities.

The Council is equally committed to ensuring that residents have access to a great mix of job opportunities within the Borough and that local businesses have the support they need to thrive, providing employment in communities as well as an important variety of retail and leisure options for residents.



**ECONOMIC
GROWTH STRATEGY
LAUNCHED**



**PROJECTED ACHIEVEMENT
OF OVER 50%
REDUCTION
IN CO₂ EMISSIONS AT
ABBEY CENTRAL
DEVELOPMENT**



**INVESTED OVER
£420,000
IN BUSINESS
IMPROVEMENTS
THROUGH UKSPF**



Provide community leadership in the redevelopment of the Ratcliffe on Soar site, during and post decommissioning of the power station

Ratcliffe-on-Soar was the UK's last coal-fired power station. It closed in September 2024 in line with Government policy bringing an end to the country's reliance on fossil fuels for power generation, the site is currently being decommissioned. A Local Development Order (LDO) is in place for the whole site to help streamline the planning process and support redevelopment; leveraging international investment to pioneer zero-carbon technology, sustainable and low-carbon energy production, and creating thousands of high-skilled, well-paid jobs within the Borough.

The site is now one of the three sites which make up East Midlands Freeport, the country's only inland freeport, the Council is working proactively with the Freeport, Uniper and other key stakeholders to support delivery of the redevelopment of the site. Both officers and Councillors are engaged with the Freeport Board and other advisory groups of the Freeport, representing the views of local residents and businesses and ensuring that development progresses at pace bringing the identified benefits to the Borough.

To support communication and community engagement the Council hosts a forum bringing together parish councils from the surrounding area, including into North West Leicestershire which borders the site, enabling the site owners, Uniper, East Midlands Freeport and the Council to provide updates and facilitate discussion about the site.

Senior Responsible Officer: Adam Hill – Chief Executive


Portfolio Holder: Councillor N Clarke – Leader of the Council and Portfolio Holder for Strategic and Borough-wide Leadership

Success Measures:

- Numbers of jobs created onsite.
- Number of planning permissions granted/ percentage of developable area.
- Percentage of former power station demolished.



**EAST MIDLANDS
FREEPORT**
WILL GENERATE
£8.9 BILLION
FOR THE ECONOMY
OVER 30 YEARS



**RATCLIFFE ON SOAR
DEVELOPMENTS**
WILL CREATE
84,000 JOBS
FOR THE ECONOMY OVER 30 YRS



**EAST
MIDLANDS
FREEPORT**
ESTIMATED TO RETAIN
1 BILLION
IN BUSINESS RATES TO
REINVEST LOCALLY

Implement Levelling-up and Regeneration Bill commitments

The Council has a legal obligation to comply with relevant legislation. The Levelling-up and Regeneration Act achieved Royal Assent in October 2023.

The Act outlines legislation which changes the way powers are devolved to local authorities and introduces reforms to the planning system in England.

Some areas of the new legislation can be implemented immediately. So far, the Council has adopted a new Corporate Enforcement Policy which reflects new enforcement powers for councils under the Levelling-up and Regeneration Act.

These include the serving of Temporary Stop Notices in respect of works affecting a listed building without the benefit of consent or in breach of condition, and an extension to the immunity for operational development or change of use of a building from four years to ten years for automatic planning consent.

The Council has also drafted a Design Code which will provide a set of design criteria against which planning proposals will be assessed in the determination of planning applications. It will also provide greater certainty for applicants with respect to what the Council expects from design quality.

The Council expects to adopt the Design Code in Summer 2025. The Council has also started to explore how Artificial Intelligence, and other advanced technological solutions, can help drive efficiency and improve quality within the service.

Other areas of the new Act require secondary legislation and, as a consequence, the Council is unable to take action in these areas until the changes are more fully defined. The most significant of these will be the move to a 30-month target period for the development of new Local Plans.

The Government has identified that the average time across the country to develop a Local Plan is seven years, with around only one third of local planning authorities having adopted a Local Plan in the last five years.

Implement Levelling-up and Regeneration Bill commitments

The Greater Nottingham Strategic Plan will include an Infrastructure Delivery Plan which will identify the necessary infrastructure needed to support the development proposed over the plan period. This can then be further reviewed to identify specific projects which CIL can contribute towards. This work is currently ongoing.

Senior Responsible Officer: Leanne Ashmore, Director – Development and Economic Growth

Portfolio Holder: Councillor R Upton – Portfolio Holder for Planning and Housing

Success Measures:

- Compliance with national legislation and implementation of any changes to the work processes of the Planning Service.
- Enhancement of the service by improvements to website and more digitally enhanced infrastructure to support the service, such as GIS facilities on the website for members of the public and other stakeholders to have access to and more clarity and openness of data.
- Publication of a Local Design Code (2025)
- Implementation of digital improvements – Enterprise, GIS tools, AI, Website Enhancements
- Development of Infrastructure Delivery Strategy.



Adopt a Greater Nottingham Strategic Plan

The Council, in partnership with Broxtowe Borough and Nottingham City councils, has drafted the Greater Nottingham Strategic Plan (GNSP) which replaces the Council's Part 1 Aligned Core Strategy. The Plan will play a large part in determining what Rushcliffe looks and feels like in 2041. The GNSP is important as it fundamentally shapes the development that takes place in Rushcliffe (including type, scale and design quality), where and what infrastructure is required to support that development. Once adopted, any planning application which is considered by the Council will need to demonstrate it is in line with GNSP if it is to receive planning permission.

The GNSP is the Council's preferred approach in respect of housing and employment land provision. The draft Plan was approved by Council in March 2025, and a formal six-week consultation period has closed. Work is ongoing to prepare the documents ready for submission for public examination by a government appointed planning inspector. The GNSP is currently scheduled for formal adoption in September 2026.

The Local Plan is central to the planning system with a legal requirement that planning decisions must be taken in line with the development plan unless material considerations indicate otherwise. The GNSP, once adopted, will replace the Rushcliffe Local Plan Part 1: Core Strategy (which was adopted in December 2014) and the Rushcliffe Local Plan Part 2: Land and Planning Policies (which was adopted in October 2019).

Senior Responsible Officer: Leanne Ashmore, Director – Development and Economic Growth

Portfolio Holder: Councillor R Upton – Portfolio Holder for Planning and Housing

Success Measures:

- Greater Nottingham Strategic Plan adopted by June 2026
- Implementation of Policies within the Greater Nottingham Strategic Plan
- Delivery of housing and employment land against targets.

Develop and deliver an Economic Growth Strategy for the Borough

The Council is keen to ensure that the local economy remains productive, innovative and sustainable. A thriving local economy benefits residents economically, socially and environmentally. It means access to quality jobs within the Borough and to a diverse range of places to shop, socialise and access services.

To assess the economic position of the Borough and set out a vision for the future, an Economic Growth Strategy was developed and adopted by Cabinet in October 2024. The Strategy covers three priority themes – place and experience, investment and infrastructure, and business support, growth and skills and these themes are underpinned by nine ambitions and a rolling action plan.

The Strategy is aligned to the UKSPF programme of funding for 2025/26 and updates on projects are reported to the Strategic Growth Board. Over the forthcoming year the focus will be on tourism, town centres, inward investment and business support. Some notable projects to be delivered include ‘welcome to Rushcliffe’ signage being installed on key routes into the Borough, working with partners to further develop and promote the Borough as a place to visit and [invest](#), creating the West Bridgford Masterplan and vision, attendance at UKREiiF to promote Rushcliffe as a place to do business and assisting Rushcliffe Business Partnership to develop a sustainable model to ensure support to our businesses continues.

Senior Responsible Officer: Leanne Ashmore, Director – Development and Economic Growth

Portfolio Holder: Councillor Abby Brennan – Deputy Leader and Portfolio Holder for Business and Growth

Success Measures: To be populated following adoption of action plan

Through UKSPF and REPF, the Council has...



**26 GRANTS
AWARDED**
TO COMMUNITY GROUPS
TOTALLING
£510,000



4
**RUSHCLIFFE
BUSINESS PARTNERSHIP
EVENTS
DELIVERED**
ATTRACTING 400
LOCAL BUSINESSES



**SOUTH
NOTTINGHAMSHIRE
EMPLOYMENT AND
SKILLS WEBSITE
LAUNCH**



**DELIVERED OVER
50 TRAINING COURSES
FOR LOCAL
RESIDENTS AND
BUSINESS OWNERS**



**350
BUSINESSES
SUPPORTED**
THROUGH RUSHCLIFFE
ACCELERATOR



**AWARDED OVER
40
SMALL BUSINESS
GRANTS**

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

Rushcliffe is a desirable place to live and work with a good mix of urban and rural areas, quality community infrastructure, and ambition for the future. The Council has a key role in facilitating the delivery of new residential homes and employment sites across the Borough even if it is not responsible for the bricks and mortar needed. It also has a role in ensuring these new communities have the facilities they need to thrive, including shops, schools and play areas, as well as the support to create a new community identity. The Council also safeguards against unwanted developments where commercial goals do not align with the Council's vision for the Borough.

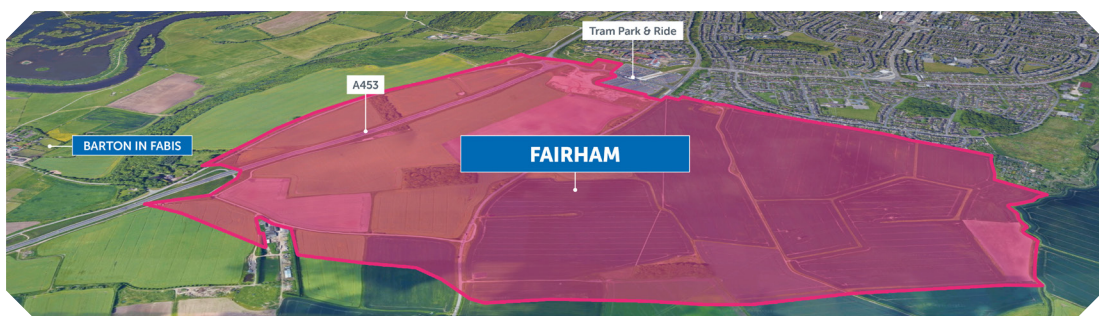
The Council sees its role in the development of these key sites includes:

- Facilitating and supporting co-operation and delivery on larger development sites.
- Ensuring there are appropriate developer contributions for infrastructure on these key sites.
- Receiving and determining planning applications on these key sites and engaging with key stakeholders.
- Working with relevant developers and agents to explore opportunities for accelerating delivery of employment land allocations through economic growth initiatives.
- Promoting community cohesion between new and existing conurbations.

The Council has a responsibility to maintain a 5-year housing supply ensuring sufficient availability of a mix of housing to meet demands from existing local residents and those wishing to relocate to the Borough. In March 2024 the Council had an 8.3-year housing supply which essentially means that there was enough allocated land for housing development to meet the targets set by central Government. Unfortunately, Government has since increased the local housing targets, and the Council housing supply has reduced to a 5.2-year period.



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



The Council has been working enthusiastically towards the adoption of the Greater Nottingham Strategic Plan which contains lower housing targets for the Borough and supersedes the centrally set targets. This more localised plan gives the Council much more control over growth in the Borough making sure that adequate infrastructure is in place to support new communities, new and existing communities are blended harmoniously, and that new areas of housing are given the time to grow organically leading to more sustainable communities in the future.

Overall, the Borough is gaining over 1,000 new homes every year. These are the highlights on strategic sites from the last 18-months:

- Development on the former Cotgrave Colliery site has been completed with 463 new homes completed, 137 of which were affordable homes, and occupied by new residents.
- Land was allocated for development in Edwalton in Local Plan Part 1. Initially, around 1,500 dwellings were planned but permission has been granted for a total of 1,793 homes with 500 of these being affordable dwellings. To the end of March 2024, 1,422 homes (371 affordable) have been completed and occupied. Work is taking place in the next twelve months to build a new community hall on this development.
- The existing Bingham community has been extended across the railway lines in recent years. Detailed planning permission for 1,050 new homes was originally granted in 2013 with an updated application in 2017 (200 of these are to be affordable homes) and 586 (March 2024 figure) have already been delivered, of which 93 were affordable homes.
- Development is also progressing at the former RAF Newton site with detailed planning permission granted for 528 homes, including 26 affordable dwellings, in 2014 with an updated application in 2020. So far, 153 dwellings (March 2024 figure) have been completed on site, including 10 affordable homes.

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

- The Council is creating a brand-new community on land between Ruddington and Barton-in-Fabis near the A453. The site has been named Fairham and outline planning permission has been granted for around 3,000 new homes with community facilities such as a health centre, school, shops and recreational spaces including a nature reserve. Work has already begun on site with the construction of main access roads and the first homes following the approval of detailed planning permission for the initial 428 dwellings.
- Land has been allocated in the Local Plan at Gamston for around 4,000 homes. The Council is working with a number of regional and national partners, and the developers for the site, to produce a Supplementary Planning Document (SPD) which will outline the infrastructure requirements of the site and include a masterplan, design code and further elaboration of details from the Local Plan. It is anticipated that this SPD will be consulted upon later this year. Two planning applications are currently under consideration by the Council for a significant part of the allocation. It has been agreed that these applications will not be determined until the SPD has been adopted.

Facilitating the development of new homes is only part of the picture. The new residents of Rushcliffe also need places to work and over the last eighteen months the Council has facilitated the creation of 24,096 sqm of office space and 15.55 hectares of more industrial employment land.

Senior Responsible Officer: Leanne Ashmore, Director – Development and Economic Growth



Portfolio Holder: Councillor R Upton – Portfolio Holder for Planning and Housing


Success Measures:

- Completion of new homes in the Borough as set out in the Local Plan to 2028 and as per the government's standard method of housing need
- Delivery of 67,900 sqm office space and a minimum supply of 20 ha new industrial and warehouse employment (gross)

78

**OCCUPANTS AT
FAIRHAM
DEVELOPMENT**

15.5
HECTARES

**OF
EMPLOYMENT LAND
IN NORTH
BINGHAM**

Page 121


**6.5 HECTARES
OF ADDITIONAL
EMPLOYMENT LAND
AT FORMER
RAF NEWTON**



As an organisation it is always the Council's intention to deliver the best services for residents in the most efficient way possible.

In the coming years, the Council will continue embracing new ways of working and be open to innovation and transformation.

As much as the Council takes pride in delivering exciting new projects and activities, it never loses sight of its core purpose to provide high quality services for residents every day. That is why a focus on efficient services remains a priority for the Council over the next four years.



**UNDERTOOK
CORPORATE
PEER CHALLENGE
IN 2024**



**COUNCIL TAX
FOR BAND D PROPERTY
£161.77
IN 2025/26**



**LOWEST
COUNCIL TAX
CHARGE
IN THE COUNTY**

Deliver good value for money in Council operations for residents

Achieving good value for money on behalf of our residents is exceptionally important. The Council is continually seeking to obtain the best combination of cost and quality alongside other factors such as environmental impact so that it can continue to deliver the high-quality services our residents expect whilst keeping Council Tax as low as we can.

Rushcliffe is one of only a handful of financially self-sufficient councils. With reductions in central government funding, high levels of inflation and the ongoing impact of the pandemic, it has been increasingly difficult but also very important to protect and preserve this financial independence.

In each year of this Corporate Strategy, the Council will:

- Deliver a balanced budget and accompanying Productivity Plan (Transformation Programme).
- Adequately resource the Council's Capital Programme commitments, which must be affordable, sustainable and prudent.
- Receive a positive value for money conclusion from the Council's external auditor.
- Increase the percentage of residents believing the Council delivers value for money from the 2024 figure.
- Apply for external funding for specific projects wherever possible to supplement the budget
- Ensure Internal Audit ratings on 'Internal Control' are either Moderate or Substantial.



Deliver good value for money in Council operations for residents

The financial outturn position for 2024/25 will be reported to Cabinet in July 2025. The report highlighted a £1.958m revenue underspend mainly in relation to returns on income invested and business rates growth being higher than anticipated. The Council also received additional grant funding such as Homes for Ukraine scheme which was carried forward into the following year and other underspends were either carried forward for additional ongoing pressures (such as increased Housing Benefit costs in relation to supported housing) and supporting Council priorities for example Carbon offsetting.

Remaining balances were transferred into the Council's reserves to either mitigate future risks or support the Council to embrace opportunities. Reserves stood at £21m in March 2024.

A balanced budget for the year 2024/25 was approved by Council in March 2024. In-year monitoring shows underspends in similar areas to 2023/24; most notably reprofiling on capital projects (mostly due to accommodating UKSPF and REPF which needed to be spent by 31 March 2024), higher than anticipated income from investments and grant subsidies. It is anticipated that a new fund will be created from this underspend to cover the transition to unitary authority status under Local Government Reorganisation. The financial outturn position for 2024/25 is expected to be reported to Cabinet in July 2025.

The statutory Productivity Plan was approved by Council in March 2024, although at Rushcliffe this is called the Transformation Strategy and Efficiency Plan (TEP). The Council's early focus on transformation activities (since 2010) has already led to savings of £5.8m and is expected to reach £7.6m in savings by end of 2029/30. The TEP is published annually as part of the Council's Medium Term Financial Strategy. Expenditure against the Capital Programme for 2023/24 was reported to Cabinet in July 2024. The Programme was £5.7m underspent at the end of the year due to significant savings on large projects such as the Crematorium and Bingham Arena, and limited claims from Registered Housing Providers for Affordable Housing development.



**NET OPERATING
EXPENDITURE
2024/25
£12.8
MILLION**



**OPERATING
BUDGET
£14.91 MILLION
IN 2025/26**



**INVESTING
£27 MILLION
IN SERVICES
OVER NEXT
5 YEARS**

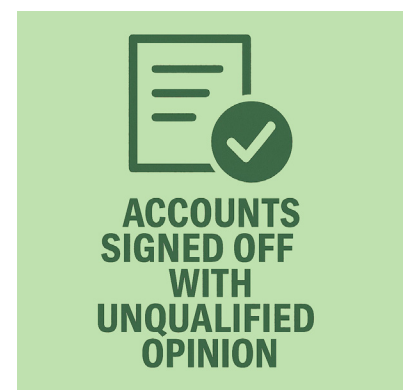
Deliver good value for money in Council operations for residents

The 2024/25 Capital Programme budget was set by Council in March 2024. In total, £11m has been made available to spend on 24 projects across the Council including support for Registered Housing Providers for Affordable Housing development, Cotgrave and Keyworth Leisure Centre improvements, Disabled Facilities Grants, and householder retro-fit grants as part of our Carbon Clever initiatives. In-year adjustments increased the overall budget for 2024/25 to £12.5m and a £4.4m underspend is predicted mainly due to reprofiling Cotgrave and Keyworth Leisure Centres into the first quarter of 2025/26.

Each year the Council's external auditor, Mazars, decides if the Council is providing value for money to its residents. This annual audit letter was presented to Governance Scrutiny Group in September 2024 reflecting back on the financial year 2023/24. The external auditor reported they had found no significant weaknesses in the Council's arrangements for delivering Value for Money.

In the summer of 2024, the Council conducted its tri-annual residents' satisfaction survey. 42% of those residents responding to the survey were very or fairly satisfied that the Council provided Value for Money. This figure will be used as a benchmark moving forward and the aspiration is to increase this figure by 5% in the summer 2027 survey.

The Council has received over £3.3m in external grants over the last 12 months from UKSPF and REPF, HUG2, Salix, EV Vehicles, the National Lottery, the Football Foundation and the English Cricket Board.



Deliver good value for money in Council operations for residents

Ten internal audits were completed in 2023/24, and the Internal Auditor issued an overall opinion of Substantial Assurance as reported to Governance Scrutiny Group in May 2024. This is a rating very few councils receive. The auditor reported:

“We have reached an overall opinion of Substantial Assurance, which is the highest level of assurance that we can provide. This is consistent with the opinion provided in 2022-23. The Council had a sound system of internal control and controls were regularly applied.”

The programme of internal audits for 2024/25 was agreed at Governance Scrutiny Group in February 2024 and contained nine audits for this year. The programme has now been completed and will be reported to Governance Scrutiny Group in June 2025. The annual internal audit report confirms that the Council has retained its Substantial assurance for the 2024/25 financial year.

In March 2024, Council Tax was increased by £3.93 (for a Band D property) for the 12 months from April 2024 or 2.55%. Historically, Rushcliffe has high collection rates in terms of both Council Tax and NNDR. 2024/25 has been no exception and the Council has collected 99.1% of the chargeable Council Tax and 98.8% of the collectable NNDR. These funds contribute towards the Council's financial stability and enable it to continue providing the high-quality services residents of Rushcliffe expect.

Senior Responsible Officer: Peter Linfield, Director – Finance and Corporate Services

Portfolio Holder: Councillor D Viridi – Portfolio Holder for Finance, Transformation and Governance



Deliver good value for money in Council operations for residents

Success Measures:

- Deliver a balanced budget by 31 March each year.
- Ensure the quarterly monitoring remains within budget.
- Council Tax increases are set under £5 or 3% whichever is the higher to accord with referendum limits and not to be exceeded.
- Maintain Internal Audit positive opinions.
- Receive an unqualified opinion from External Audit on the accounts and VFM within 8 weeks after accounts sign-off.
- Maintain collection rates for Council Tax and NNDR above 99%
- Increase the percentage of residents believing the Council delivers value for money by 5%
- Percentage of Council Tax collected in year.
- Percentage of Non-Domestic Rates collected in year.
- Revenue expenditure within budget .
- Capital programme on target.
- Favourable investment income against industry standards.
- Return on commercial investments above long-term investment in the bank.
- Transformation and Efficiency Plan on target.



Participate in an LGA Corporate Peer Challenge and implement recommendations

Rushcliffe Borough Council has always strived for continuous improvement and invited the Local Government Association (LGA) to undertake a Corporate Peer Challenge in early 2024. The Peer Challenge team included both Councillors and Senior Officers from similar authorities in other parts of the country as well as representatives from the LGA. The team spent three and a half days on site meeting with Councillors, Officers and Partners to build up a comprehensive picture of what the Council does well, and areas in which it could improve. The outcome of the Challenge was a list of recommended focus areas which the team felt could lead to improvements. These were reported to Cabinet in April 2024 with an action plan to address those areas of concern. It is customary for the Peer Challenge team to revisit within the year to check up on the progress being made to implement improvements. This took place in November 2024 and the team's progress report was accepted at Cabinet in December 2024.

The Peer Challenge Team concluded following their initial visit in January 2024 that "The borough of Rushcliffe is a great place to live, and Rushcliffe Borough Council's varied, dedicated work is a clear contributing factor". As well as a range of documents sent in advance of the visit, the team spoke to over 100 people through more than 50 meetings and interviews to build up a comprehensive picture. Key points were checked with other interviewees or data sources to ensure independence and validity. During their visit the Challenge Team focused on the following themes: local priorities and outcomes, organisational and place leadership, governance and culture, financial planning and management, capacity for improvement, and the environment. Nine key recommendations were made as a result of the Corporate Peer Challenge and the report also included a number of additional observations for consideration by the Council.



Participate in an LGA Corporate Peer Challenge and implement recommendations

In November 2024 a one-day progress review was conducted by representatives from the original Challenge Team. They commended the Council for progress against the nine recommendations made in a relatively short time and against a backdrop of significant local and regional change. They concluded that “Of the CPC’s main recommendations, the Council’s RAG rated action plan reports that 100 per cent of actions are completed/progressed”.

Highlights include:

- The creation of a corporate Project Management Team including the recruitment of appropriately qualified officers, a review of the Corporate Project Management Protocol, and updated training for all involved in project management across the organisation. The new Project Management team have also undertaken an exercise to register and assess projects across the organisation identifying those which meet the criteria for a corporate project and allowing them to target their support accordingly.
- The adoption of an Economic Growth Strategy for the Borough including a focus on drawing new business into the Borough by providing state of the art premises to rent or buy, a focus on high-street regeneration, and the creation of an internal capital projects group to oversee development and investment.
- An increased focus on training for officers and councillors including the delivery of political awareness training providing both perspectives with the aim of creating a more harmonious and effective working relationship. In addition, Councillor training for the year hit 50% attendance and all Councillors have now undertaken training modules and courses classified as mandatory within the Councillors’ Learning and Development Policy.
- A review of the Council’s core values was undertaken by the internal employee liaison group and a reduction in these from eleven to five has been approved. The Council’s five core values are much easier to remember and articulate, and significant promotion has been undertaken internally to embed these values with staff.



The Council considers its objectives for this task, maintaining its position as well-respected local authority within the sector and identifying opportunities for improvement to ensure the Council continues to deliver the best quality services for residents, to have been achieved. However, the Council never rests on its laurels and work is still being undertaken to improve in key areas aligned to the priorities outlined in the Corporate Strategy.

Senior Responsible Officer: Adam Hill – Chief Executive

Portfolio Holder: Councillor N Clarke – Leader of the Council and Portfolio Holder for Strategic and Borough-wide Leadership

Success Measures:

- Peer Challenge report published – Achieved April 2024
- Action Plan delivered – Achieved November 2024, though the Council accepts that work will always be ongoing in some of the identified areas.

Conduct a review of the Council's asset base

The Council has a duty to ensure the assets it owns are fulfilling their purpose and providing value for money. Assets can be properties, land, equipment and vehicles. An exercise to review the Council's assets over the four years of the Corporate Strategy will ensure they are working for the benefit of the Borough's residents and businesses in delivery of services and establish:

- The suitability of the asset – still serving their intended purpose
- Operational efficiency – in the right place and meeting its service objectives
- Condition of the asset
- Current and future cost of holding the asset
- New opportunities for income generation or savings to be realised
- Disposal, alternative uses and/or enhancement or investment.

The Council reviews its commercial assets every two years to assess how individual assets are performing and if any alternative uses may be more beneficial to the Council. This exercise was undertaken in 2023 and reported to Governance Scrutiny Group in February 2024. No significant changes were recommended.

UKSPF funding was used to conduct energy audits on eleven operational sites to identify work required to decarbonise them. As appropriate, these works are now being programmed into the coming years for delivery.



Conduct a review of the Council's asset base

An internal working group chaired by the Council's Section 151 Officer has been set up to oversee a review of the operational assets. A review of these was conducted during 2024/25; assessing each asset against a framework considering things such as future costs and current use as well as potential options for its future. This process ensures the Council continues to provide communities with local amenities they value as well as achieving a good financial rate of return. From work done to date no significant changes are proposed. As required, future recommendations would be reported to the Asset Investment Group and Cabinet.



Senior Responsible Officer: Peter Linfield – Director Finance and Corporate Services (S151)

Portfolio Holder: Councillor D Viridi – Portfolio Holder for Finance, Transformation and Governance

Success Measures:

- Property Asset Review to Governance Scrutiny Group (to inform review of investment land and properties): February 2024.
- Heat Decarbonisation Plans prepared for key RBC operational assets (to inform review of operational land and properties): Jan 2024.
- Review of operational land and buildings: June 2024 to June 2025.
- Review of investment land and properties: February 2026.

Never let it be said that life in Local Government is dull. Things are always changing and the 18-months since the Council's Corporate Strategy was adopted have been no exception.

Two of the twelve tasks contained in the Corporate Strategy Action Plan have been completed and impact monitoring will be absorbed into the Council's service level monitoring arrangements.

These are:

- Develop and deliver an Economic Growth Strategy for the Borough
- Participate in an LGA Corporate Peer Challenge and implement recommendations.

Looking forward, the Council is facing one of its biggest ever challenges and as a result will be adding a new strategic task to the Corporate Strategy Action Plan.

In December 2024, the Government published the English Devolution White Paper setting out a timetable for the dissolution of the two-tier system of local government in favour of unitary authorities. This triggered a significant amount of work across Nottinghamshire to meet the initial deadline of March 2025 to outline the possibilities within the county. The seven Nottinghamshire districts, City and County Councils are working together to determine how local government in the future looks within the existing county boundaries from a geographical, and financial point of view, as well as what makes sense to local communities. Current proposals suggest a single unitary authority, and a number of different splits (geographically) into two or three unitaries. These initial proposals have been submitted to central Government for consideration and feedback is expected imminently.

The coming year will see public engagement exercises and a significant amount of financial and operational analysis with the intent of settling on one optimal model for local government in the county before the November 2025 submission deadline. Following what is expected to be a short period on consideration, work will start on creating a new authority covering Rushcliffe and other (as yet to be determined) local areas. The current timescale for this new authority to be operational is April 2028. Between now and then a significant amount of work is needed to ensure our current residents continue to benefit from high quality services, low levels of taxation, and that the Borough continues to be a great place to live, work and play.





By telephone: Monday to Friday 8.30am to 5pm
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Corporate Overview Group

Tuesday, 17 June 2025

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 February 2025 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 (Appendix One)
- b) determine any additional topics to be included in a scrutiny group work programme for 2025/26 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. The Council's scrutiny structure comprises 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. There is one Scrutiny Request submitted for consideration at this meeting as outlined in Appendix Two.
- 4.3. Appendix Three shows the work programmes for all scrutiny groups as agreed in February 2025 by the Corporate Overview Group. The Group is asked to consider if the work programmes remain appropriate and achievable for the current year.
- 4.4. 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.
- 4.5. It is important to note that the purpose of scrutiny is to:
 - scrutinise a topic in more depth than the Cabinet can in advance of a Cabinet decision with the purpose of informing the decision to be made by Cabinet
 - investigate topics of concern to residents resulting in recommendations to Cabinet with the purpose of improving Council services
 - monitor the progress of the Corporate Strategy to ensure the Council is meeting its stated priorities accepting that this may require more in-depth scrutiny of specific strategic projects at appropriate times
 - hold the Executive to account on behalf of the residents of the Borough to ensure sound decisions are made.
- 4.6. The Group is reminded that there will be cases in which scrutiny is not necessary or appropriate at this time. Officers will be clear in providing reasons where they feel this is the case. Councillors are also asked to be mindful of the resources available for scrutiny and listen to the advice of Officers present in the meeting.
- 4.7. A light touch review of the scrutiny process will be undertaken during 2025/26. This will include a demonstration of 'good' scrutiny (videos or visits), and an

evaluation of RBC scrutiny against what is considered to be best practice identifying what's different and recommending any changes to Council.

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 2025/26 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).

For more information contact:	Charlotte Caven-Atack Head of Corporate Services 0115 9148 278 ccaven-atack@rushcliffe.gov.uk
Background papers available for Inspection:	None
List of appendices:	Appendix One – Document Links Appendix Two – Scrutiny Requests Appendix Three – Work Programmes 2025/26

Links

Cabinet Forward Plan

[Cabinet Forward Plan – May 2025](#)

Corporate Strategy

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

Medium Term Financial Strategy, Investment Strategy, Transformation Plan

[Council – March 2025](#)

Appendix

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Rushcliffe Borough Council – Scrutiny Request

Councillor Request for Scrutiny		
Councillor Tina Combellack		
Proposed topic of scrutiny ...	Rushcliffe Flood Risk Update	
I would like to explore ... 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>Since the last flooding scrutiny report in October 2020 a number of further adverse weather and flooding incidents have occurred and I would like to understand if Rushcliffe's overall flood risk has increased over this period, where the latest areas of concern are and what action could be taken to reduce their risk and by whom. I am aware that considerable flood mitigation work was done in a number of locations as a result of Ruth Edwards MP Flood Action plan in 2021 however from my own ward experience there still appears to be shortcoming in terms of the maintenance of key infrastructure resulting in floods occurring. This in turn puts pressure on RBC's scarce resources when they have to respond to flooding incidents with sandbags etc when these events occur.</p> <p>In addition to better understanding the current flood risk across the borough the scrutiny process will also provide a timely reminder to local clhrs and residents of the other agencies roles in flooding including the County Council as lead flood authority, STWA, TVIDB, and EA.</p> <p>Flooding is only going to get worse and we need to evaluate the risk and be prepared.</p>	
I think this topic should be scrutinised because ... (please tick)	*	Poor Performance Identified
		Change in Legislation or Local Policy
	*	Resident Concern or Interest
		Cabinet Recommendation
	*	Links to the Corporate Strategy
		Other (please state reason) Risk assessment and preparation

What outcomes are you seeking from this scrutiny?	<p>A better understanding of the overall flood risk in the borough and the areas of concern where residents need to be aware to take appropriate precautions.</p> <p>Public reassurance of any work that can be undertaken and by whom to better protect residents and their property and that we have raised awareness with the other outside bodies and authority.</p> <p>An improvement in performance and integration between responsible authorities in areas of greater flood risk to either take appropriate mitigating actions or to support homes and businesses in these areas to improve their flood resilience.</p>
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Collaboration	
Matrix developed in conjunction with officers?	Yes

Rushcliffe Borough Council – Scrutiny Request

Officer Request for Scrutiny	
Catherine Evans, Head of Economic Growth and Property	
Proposed topic of scrutiny ...	East Midlands Freeport (EMF)
I would like to explore ... 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>EMF has been established since March 2023, it incorporates 3 sites one of which is Ratcliffe on Soar Powerstation.</p> <p>Councillors would like to understand:</p> <ul style="list-style-type: none"> • Overview of Freeports and their role and incentives etc for businesses • EMF vision for Freeport sites as a whole and then specifically the ROS site

	<ul style="list-style-type: none"> Identified plan for the delivery of the vision and timeline to achieve this How EMF are working with partners e.g. EMCCA, Uniper to support delivery of the vision How EMF are and plan to engage local communities How RBC can support to ensure we maximise the benefits of the site for the local community e.g. jobs and skills. Risks and issues 	
I think this topic should be scrutinised because ... (please tick)	<input type="checkbox"/>	Poor Performance Identified
	<input type="checkbox"/>	Change in Legislation or Local Policy
	<input checked="" type="checkbox"/>	Resident Concern or Interest
	<input type="checkbox"/>	Cabinet Recommendation
	<input checked="" type="checkbox"/>	Links to the Corporate Strategy
	<input type="checkbox"/>	Other (please state reason) Risk assessment and preparation
What outcomes are you seeking from this scrutiny?	Greater understanding of the Freeport and its governance structure, impact of the development locally and timescales.	

Collaboration

Matrix developed in conjunction with officers?

Yes

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Work Programme 2025/26 – Corporate Overview Group

17 June 2025	<ul style="list-style-type: none"> • Standing Items <ul style="list-style-type: none"> ○ Feedback from Scrutiny Group Chairs ○ Feedback from Lead Officer ○ Consideration of Scrutiny Group Work Programmes ○ Financial and Performance Management • Rolling Items <ul style="list-style-type: none"> ○ Diversity Annual Report and update on the Equality and Diversity Strategy ○ Annual Review of Strategic Tasks
2 September 2025	<ul style="list-style-type: none"> • Standing Items <ul style="list-style-type: none"> ○ Feedback from Scrutiny Group Chairs ○ Feedback from Lead Officer ○ Consideration of Scrutiny Group Work Programmes ○ Financial and Performance Management • Rolling Items <ul style="list-style-type: none"> ○ Health and Safety Annual Report
18 November 2025	<ul style="list-style-type: none"> • Standing Items <ul style="list-style-type: none"> ○ Feedback from Scrutiny Group Chairs ○ Feedback from Lead Officer ○ Consideration of Scrutiny Group Work Programmes ○ Financial and Performance Management • Rolling Items <ul style="list-style-type: none"> ○ Customer Feedback Annual Report ○ Mid-point Review of the Corporate Strategy
24 February 2026	<ul style="list-style-type: none"> • Standing Items <ul style="list-style-type: none"> ○ Feedback from Scrutiny Group Chairs ○ Feedback from Lead Officer ○ Consideration of Scrutiny Group Work Programmes ○ Financial and Performance Management • Rolling Items <ul style="list-style-type: none"> ○

Work Programme 2024/25 – Governance Scrutiny Group

19 June 2025	<ul style="list-style-type: none"> • Internal Audit Progress Report • Internal Audit Annual Report • Annual Fraud Report • Annual Governance Statement (AGS) • Capital and Investment Strategy Outturn
25 September 2025	<ul style="list-style-type: none"> • Risk Management Update • Going Concern • Capital and Investment Strategy Update • Internal Audit Progress Report • Statement of Accounts • External Audit Completion Report

4 December 2025	<ul style="list-style-type: none"> • Internal Audit Progress Report • Annual Audit Letter and Value for Money Conclusion • Capital and Investment Strategy Update • RIPA Review
5 February 2026	<ul style="list-style-type: none"> • Internal Audit Progress Report • Internal Audit Strategy • Risk Management Update • Risk Management Strategy • Capital and Investment Strategy Update • External Annual Audit Plan • Asset Management Plan • Capital and Investment Strategy 2026/27

Work Programme 2025/26 – Growth and Development Scrutiny Group

	Items / Reports
16 July 2025	•
22 October 2025	•
28 January 2026	•
25 March 2026	•

Work Programme 2025/26 – Communities Scrutiny Group

	Items / Reports
24 July 2025	• Performance of Metropolitan Thames Valley Housing
16 October 2025	•
22 January 2026	•
2 April 2026	• Carbon Management Plan Update