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Our reference:
Your reference:
Date: Monday, 2 March 2020

To all Members of the Cabinet

Dear Councillor

A Meeting of the Cabinet will be held on Tuesday, 10 March 2020 at 7.00 pm in the Council Chamber Area B, Rushcliffe Arena, Rugby Road, West Bridgford to consider the following items of business.

Yours sincerely



Sanjit Sull
Monitoring Officer

AGENDA

1. Apologies for Absence
2. Declarations of Interest
3. Minutes of the Meeting held on 11 February 2020 (Pages 1 - 6)
4. Opposition Group Leaders' Questions

To answer questions submitted by Opposition Group Leaders on items on the agenda.

5. Citizens' Questions

To answer questions submitted by citizens on the Council or its services.

KEY DECISIONS

6. Lutterell Hall (Pages 7 - 34)

The report of the Executive Manager - Transformation is attached.

7. Carbon Management Plan (Pages 35 - 54)

Rushcliffe Borough
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Rugby Road
West Bridgford
Nottingham
NG2 7YG

The report of the Executive Manager – Neighbourhoods is attached.

NON-KEY DECISIONS

8. Revenue and Capital Budget Monitoring 2019/20 - Quarter 3 (Pages 55 - 70)

The report of the Executive Manager – Finance and Corporate Services is attached.

9. Asset Management Plan (Pages 71 - 86)

The report of the Executive Manager – Transformation is attached.

Exclusion of Public

To move “That under Regulation 21(1)(b) of the Local Authorities (Executive Arrangements) (Access to Information) (England) Regulations 2000, the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972”.

KEY DECISION

10. Leisure Contracts (Pages 87 - 96)

The report of the Executive Manager – Neighbourhoods is attached.

Membership

Chairman: Councillor S J Robinson

Vice-Chairman: Councillor D Mason

Councillors: A Edyvean, R Inglis, G Moore and R Upton

Meeting Room Guidance

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MINUTES OF THE MEETING OF THE CABINET

TUESDAY, 11 FEBRUARY 2020

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

PRESENT:

Councillors S J Robinson (Chairman), D Mason (Vice-Chairman), A Edyvean,
R Inglis, G Moore and R Upton

ALSO IN ATTENDANCE:

Councillors A Brennan, B Gray, R Jones, R Mallender and S Mallender

OFFICERS IN ATTENDANCE:

K Marriott

Chief Executive

P Linfield

Executive Manager - Finance and
Corporate Services

D Mitchell

Executive Manager - Communities

S Sull

Monitoring Officer

H Tambini

Democratic Services Manager

APOLOGIES:

There were no apologies.

43 Declarations of Interest

There were no declarations of interest.

44 Minutes of the Meeting held on 14 January 2020

The minutes of the meeting held on Tuesday, 14 January 2020 were declared
a true record and signed by the Chairman.

45 Opposition Group Leaders' Questions

Question from Councillor B Gray to Councillor G Moore.

“Given that NET recharges are at a level of $\frac{2}{5}$ of the total employee charges in
the budget, can you please provide a breakdown of the recharges, particularly
how they relate to community centres?”

Councillor Moore responded by saying that recharges related to the allocation
of support service costs (for example Legal, Human Resources, Property,
Finance, Senior Management etc) and related to employees, premises,
supplies and services costs etc not just employees. The proportion of cost
regarding the revenue budget (excluding capital charges) was 13.2%. A
breakdown of the budgeted recharges for 2020/21 for West Bridgford
Community facilities were as follows:

	20/21
Lutterell Hall	£50,000
Gamston Community Hall	£42,100
Sir Julien Cahn Pavilion	£43,700
Gresham	£80,600
West Park	£32,900

Councillor B Gray asked a supplementary question to Councillor G Moore.

“Given that the total value of those is around £250,000, do we believe that these facilities get the best value out of the resources they are paying for in their proportion of the recharge?”

Councillor Moore responded that yes that was correct.

46 **Citizens' Questions**

There were no questions.

47 **Budget and Financial Strategy 2020/21**

The Portfolio Holder for Finance presented the report of the Executive Manger – Finance and Corporate Services outlining the Council’s proposed budget for 2020/21, the five year Medium Term Financial Strategy (MTFS) from 2020/21 to 2024/25, which incorporated the revenue budget, proposed Capital Programme, the Transformation Strategy and the Capital and Investment Strategy.

The Portfolio Holder for Finance advised that the Council continued to face challenges, as the uncertainty remained regarding Council-funding streams. The proposed budget was designed to meet both local and national challenges. The Council continued to be committed to delivering growth and prosperity, supporting the most vulnerable in the community and promoting health and well-being and protecting the environment. Nationally there was continued uncertainty regarding the New Homes Bonus and Business Rates and those risks had been built into the budget. The Council recognised the ongoing pressures on the retail sector, with car parking fees remaining the same for the past three years, and there would be no increase this year. Garden waste collection charges had also not increased in three years; however, with inflationary increases and anticipated budget pressures going forward, it was proposed to increase charges by £5 for the first and subsequent bins. This charged would not be increased for a further three years. Councillor Moore referred to an amendment in the report in respect of paragraph 4.2(g) and page 4 of the Executive Summary, which incorrectly referred to the second green bin price being £35. The correct price was £25; therefore all references to £35 in the report would be amended to £25. This service represented excellent value for money for Rushcliffe residents. An important issue for the Council was its commitment to commercial investments and the income derived from it, which was anticipated to rise to £2.1m over the period of the MTFS. The fund was well managed and proportional to the risks and opportunities associated with those investments. The Council’s Capital Programme over the next five years would be substantial, with all available

capital receipts being used to fund the programme, to reduce borrowing to a minimum. The new leisure centre at Bingham and the crematorium were ambitious projects requiring careful financial planning and that had been built into this project. Maintaining an appropriate level of reserve to manage risk and maintain resilience was important. The Budget predicted reserves of £5.9m by 2024, against a current reserve of £5.5m. Measures to improve the environment and reduce carbon omissions had already affected both the revenue and capital budgets and would continue to do so. It was therefore proposed to transfer £1m from the Organisation Stabilisation Reserve to a new Climate Change Action Reserve. In line with Government recommendations, the budget for Council Tax proposed an increase of 3.59% to £142.74, which equated to an increase of £4.95 or a 10 pence increase per week for an average Band D property, which ensured that Rushcliffe's Council Tax would remain the lowest in Nottinghamshire and within the lowest quartile nationally. The budget continued recent progress to ensure Council plans were robust, affordable and deliverable. The budget was designed to ensure that the Council provided high quality services and was financially and environmentally stable. The Executive Manager – Finance and Corporate Services and his team were thanked for all of their hard work.

In seconding the recommendation, Councillor Edyvean referred to the well-balanced budget which underpinned the sound financial management of this Council and he thanked all the officers involved for their hard work. He hoped that all members of the Council recognised the ethos behind the Council's approach to commercialisation in its broadest sense.

Councillor Upton stated that he was pleased to support the recommendations as it again illustrated the Council's sound financial management. The Council provided excellent services and good value for money, which were regularly shown to be valued by local residents through the customer survey results. He thanked officers for their hard work.

Councillor Robinson reiterated the thanks already conveyed to officers and referred to the challenging situation externally faced by the Council. The Council was now beginning to see a positive financial return from the income streams from its commercial investments, with the goal to become self-sustainable in the future. The highlight of the budget involved the capital projects and it was wonderful to see the continued ambition and diversity of this Council to deliver the best services to residents whilst maintaining a well-balanced budget.

It was RESOLVED that Cabinet recommends that Council

- a) adopts the budget setting report and associated financial strategies Transformation Strategy and Efficiency Plan, as set out in Appendix 3 of the Annex, to deliver efficiencies over the five-year period;
- b) adopts the Capital Programme as set out in Appendix 4 of the Annex;
- c) adopts the Capital and Investment Strategy as set out in Appendix 5 of the Annex;
- d) sets Rushcliffe's 2020/21 Council Tax for a Band D property at £142.74;

and

e) sets the Special Expenses for West Bridgford, Ruddington and Keyworth, as set out in Appendix 1 of the Annex, resulting in the following Band D Council Tax levels for the Special expenses Areas:

i) West Bridgford £48.51

ii) Keyworth £3.76

iii) Ruddington £4.12

48 **East Midlands Development Corporation**

The Portfolio Holder for Strategic and Borough Wide Leadership, presented the report of the Chief Executive providing an update on the Midlands Engine Development Corporation.

The Portfolio Holder for Strategic and Borough Wide Leadership referred to the Midlands Engine Development Corporation, which had been allocated funding in 2018 of £2m. The Development Corporation would cover three geographical areas, including the Ratcliffe on Soar power station in Rushcliffe. An Oversight Board had been established, chaired by Sir John Peace, with Councillor Robinson representing Rushcliffe. A Business Case setting out preferred options would be submitted to Government in March 2020, with it proposed to go through Parliament by 2023. The future use of the power station site was the Council's main interest, as it would become a major development area for Rushcliffe and this report reflected the key role that Rushcliffe would play in the future shaping of the site itself. The emerging proposals included extensive housing and employment options, leading to significant economic growth for the region. It had been recognised previously that the East Midlands had lagged behind other areas of the country in terms of investment, and the Development Corporation would play a key role in re-energising the area. It was important that Rushcliffe was involved in the process and the recommendations in the report reflected that. The importance of this issue was recognised across both the Council and political parties and it was proposed to establish a Member Working Group to be regularly consulted on the progress of the Development Corporation over the next two years, during the interim delivery period.

In seconding the proposal, Councillor Mason stated that she was pleased to see the Statement of Intent and the establishment of the Member Working Group. The project would attract both national and international interest and investment and this was a very positive way forward, especially for the East Midlands, which in the past had suffered from under investment. All partners on the project would need to work together as progress could not be achieved in isolation.

Councillor Robinson confirmed that the Government announcement that the HS2 project would be going ahead had removed the previous uncertainty, and would be welcomed by the Development Corporation.

Councillor Edyvean referred to the exciting opportunities ahead to bring

strategic sites within the East Midlands together, and provide a major opportunity to address the historical lack of investment in the region.

It was RESOLVED that

- a) the statement of intent prepared and approved by the Development Corporation Oversight Board be endorsed;
- b) Rushcliffe Borough Council's involvement in the establishment of the Development Corporation and the required interim arrangements be supported;
- c) the potential budget impact of the interim arrangements be noted;
- d) a Member Working Group be set up and be regularly consulted on the progress of the development corporation work over the next two years, during the period of the interim delivery vehicle; and
- e) the report be referred to Council on 5 March 2020 for endorsement.

49 Colston Bassett Neighbourhood Plan

The Portfolio Holder for Housing presented the report of the Executive Manager – Communities providing information on the Colston Bassett Neighbourhood Plan. The documents had been introduced by the Localism Act 2011 and were recognised by the National Planning Policy Framework, with local residents empowered to shape the future of their community. A plan had to be in general conformity with the strategic policies of the local planning authority and if the plan was made part of the Local Development Plan, then planning applications within that area would be determined in accordance with both the Rushcliffe Local Plan and the relevant Neighbourhood Plan. The Plan had been promoted by the Parish Council, publicised, consulted on, examined by an independent Examiner and considered by the Borough Council. If the Plan was approved it would then proceed to a referendum and if more than 50% of those voting voted "yes" then the Borough Council was required to "adopt" the Plan. If the result was "no", then the Parish Council would have to decide what it wanted to do.

In seconding the recommendation, Councillor Inglis commended all those involved for their hard work and acknowledged that the Parish had accepted the Examiner's recommendations. The Neighbourhood Plan was an important statutory document and would help shape future development in the village. The recommendation ensured that the adoption of the Plan would be decided by the local community by a referendum.

Councillor Robinson referred to the increasing prevalence of Neighbourhood Plans and the important role they played, in particular as part of the planning process. The hard work of residents should be commended and it was hoped that if adopted, the Plan would prove beneficial to the local community.

It was RESOLVED that

- a) all of the Examiner's recommended modifications to the Colston Bassett

Neighbourhood Plan be accepted;

- b) the Colston Bassett Neighbourhood Plan Decision Statement and its publication be approved; and
- c) the holding of a referendum for the Colston Bassett Neighbourhood Plan, with the area for the referendum being the Parish of Colston Bassett be approved; and
- d) the Executive Manager – Communities be granted delegated authority to make any necessary final minor external graphical and presentational changes required to the referendum version of the Colston Bassett Neighbourhood Plan.

The meeting closed at 7.26 pm.

CHAIRMAN



Cabinet

Tuesday, 10 March 2020

Lutterell Hall

Report of the Executive Manager – Transformation

Cabinet Portfolio Holder for Business and Transformation, Councillor Andy Edyvean

1. Purpose of report

- 1.1. The Council owns Lutterell Hall in central West Bridgford, which has been managed by the Council as a community venue for over 40 years. Usage of the hall and income has fallen between 2016/17 and 2018/2019, which combined with the decision of Nottinghamshire Police to market the adjacent Police station for sale led the Council to consider future options for the site.
- 1.2. On 11 June 2019, Cabinet resolved to invite expressions of interest from third parties at the same time that Nottinghamshire Police marketed the adjacent plot and receive a full report appraising the expressions of interest, alongside options to retain Lutterell Hall for community use.
- 1.3. This report details the outcome of the public consultation, expressions of interest for alternative management and marketing the site for potential sale. Cabinet is requested to decide whether to retain ownership of Lutterell Hall and lease the Hall to a community organisation to manage.

2. Recommendation

It is RECOMMENDED that Cabinet:

- a) Approves, subject to agreement of detailed lease terms and due diligence, entering into a lease agreement with a community organisation to manage Lutterell Hall with either:
 - a. one of the shortlisted community groups who submitted an Expression of Interest, or
 - b. a combination of the three via an appropriate management company,
- b) Delegates authority to the Chief Executive (in consultation with the Portfolio Holder for Business and Transformation) to determine the most suitable community organisation or combination and negotiate and complete the terms of the lease, including wider community use that will continue to be provided.

3. Reasons for Recommendation

- 3.1. The recommendation supports the retention of the Hall by the Council as a community facility.
- 3.2. Following an extensive process of information gathering and consultation, Council officers carried out an assessment of the expressions of interest received and appraised the options for future ownership and management, details of which are in section 5 of this report and appendices 2 and 3. It was concluded that retaining ownership and entering into a lease agreement with a community organisation would best achieve the Council's objectives of providing accessible, well used, financially sustainable community facilities for local residents. The review highlighted that the different community groups each have their own strengths, and as such leasing Lutterell Hall to an organisation consisting of a consortium of community groups may be the most appropriate solution for the community.

4. Supporting Information

- 4.1. The Council has three main options for future ownership and management of Lutterell Hall which are listed below:

Option 1: Council retain ownership and management

Option 2: Lease to a community organisation to manage

Option 3: Sell for commercial redevelopment (with the building retained)

During the review period a submission was received from a local architects practice putting forward a conceptual proposal for the Council to develop the building to accommodate an arthouse cinema. This has been considered within option 1.

Consultation

Regular users

- 4.2. To capture the views of those who have regular block bookings in Lutterell Hall, meetings were offered to all fifteen block booking customers. This work commenced on 12 June and concluded on 17 September 2019. Face to face meetings were held with ten hirers, three hirers provided comments over the telephone and two hirers declined to meet. Of the fifteen regular hirers, eleven stated that they wished to stay at Lutterell Hall, all were familiar with the other Council operated community venues but felt that none of them met their needs due to location (requirement for central West Bridgford was a key factor), size and/or lack of availability on their preferred day and time.
- 4.3. A series of meetings were held with the management team of St Giles Pre-school as the most frequent user group. The Pre-school hire the hall every weekday morning during term-time, offering a flexible service as an alternative to a private nursery. They reported being full, with 22 places per session and

40 children on the roll. St Giles clearly stated their position that no other venue meets their needs within the local area and if Lutterell Hall was no longer available they would cease to operate.

- 4.4. At the request of St Giles Pre-school, an additional meeting was held with the Nottinghamshire County Council Early Years Service regarding the impact that a venue closure (and therefore the closure of the Pre-school) could have. There are no other Pre-schools in the area. Due to there being limited detail about the vacancies for places available in the Trent Bridge Ward, it is difficult to understand fully the impact of closure on families in the area and whether these could be accommodated elsewhere, within the Ward or outside.

Public survey

- 4.5. In order to gauge the views of local residents (users and non-users), the Council's consultation team developed a short survey which was validated by The Campaign Company (a national consultation organisation). The Survey opened on 11 October 2019 and was available online, electronically, and in printed format from Rushcliffe Arena, the Rushcliffe Community Contact Centre, and from Lutterell Hall. The survey closed on 30 November 2019 and in total 689 responses were received. The responses were filtered to remove those with postcodes not falling within the West Bridgford Special Expense area. This left 579 valid responses. Appendix 1 contains further details of the methodology and findings. In summary, this consultation demonstrated a substantial level of public concern about the future of the Hall. The majority of respondents wished for the Council to keep the Hall or at least to transfer it to a third party intent on keeping the Hall in community use (78% of all respondents). Only 3% of respondents supported the sale of the Hall, whilst 64% stated that they would be willing pay more as part of the West Bridgford Special Expense to see the Council keep the Hall.

Other engagement

- 4.6. The decision of Cabinet in June 2019 to review Lutterell Hall and consult with residents was promoted widely by the Council and reported extensively in the local media. Correspondence with the Council and via on-line media indicated a high level of public interest in the future of the Hall. A Friends of Lutterell Hall (FoLH) group has been established. FoLH state on their website that they are "a campaign group aiming to keep Lutterell Hall in public ownership for community use". The Leader and Chief Executive of the Council met with committee members of the FoLH to understand the group's future vision for the hall. As well as keeping the Hall in public ownership, the Friends group stated that it is apolitical and would like to be involved as a partner, in the future direction of the hall. The group did not submit an expression of interest to take on the operational running of the hall and so are not considered further in this report.

Expressions of interest for third party ownership/management

- 4.7. On Friday 6 September 2019 the Council issued a press release inviting expressions of interest from groups and organisations interested in taking on the management of Lutterell Hall, with a closing date for applications of 29 November 2019. Groups who had previously raised some interest in managing the facility with the Council were sent details of the expression of interest process directly. Six responses were received; three from community groups and three from commercial organisations. All of the applications were reviewed by Council Officers who identified where further information was required. Interviews were held on 15 January 2020, following which further written details were provided by the groups. Prior to the interviews two of the commercial organisations withdrew due to issues with viability or alternative opportunities for their business elsewhere.
- 4.8. The third submission from a commercial organisation was from a local architects practice putting forward a concept that the Council could convert the building into an arthouse cinema, whilst retaining a hall space that could be used for other community activities. The proposal did not contain details of a market assessment, management model, capital costs or revenue projections. To develop the concept into a business plan, with market assessment, building costs and designs would require the Council to commission consultants at an estimated cost of £34k to £40k.
- 4.9. As stated, there were 3 submissions from community groups (2 church groups and 1 scouts group), these have been summarised in appendix 2 and potential benefits and risks have been highlighted. The common themes from all three community group submissions were:
- None of the three groups would be able to pay rent (beyond peppercorn)
 - All would expect the Council to continue to pay for the capital improvement works required to the building
 - To varying degrees, they are all reliant on volunteers
 - All intend to continue to allow community use of the Hall
- 4.10. Church Group 1 are currently based in Nottingham and want Lutterell Hall to extend their membership. Their proposal is for Lutterell Hall to be open for use by the community as well as use by them for church services and other community activities. They also want to establish a café in the hall and develop a catering offer that could improve the wedding package offer. This would generate income to support the maintenance of the hall and some of the activities. The group have no experience of managing a similar facility and would be reliant on grant funding, which is not guaranteed, to deliver group-based activities.
- 4.11. The Scout Group are currently based in Rushcliffe and want Lutterell Hall to be the base for their group as well as operating the hall for hire by other groups. They have experience of managing another facility like Lutterell Hall and have an extensive membership and volunteering base in the area. They have stated

that they would require an annual subsidy from the Council to support their management of the Hall.

- 4.12. Church Group 2 are currently based in Rushcliffe and would retain their existing base and want Lutterell Hall to extend their offer and the services they provide. Lutterell Hall would remain open to community groups for hire. The church group are experienced at managing a similar facility. The Group would appoint a dedicated caretaker and would use their existing administrative function to manage bookings and marketing. The financial projections submitted by the group include some ambitious targets for increased hire and income from weddings and officers have some concern that this appears over optimistic. The group have expressed a willingness to work with the other community groups if that is feasible.
- 4.13. The review of the expressions of interest established that there is a credible opportunity to enter into a lease agreement with a community organisation for management of Lutterell Hall. However, each community group has their own strengths and volunteer base and by working together under a new joint governance structure there may be an opportunity to increase resources, reduce risk and maximise community benefits. It is recommended that this is explored further.

Marketing for sale

- 4.14. Nottinghamshire Police marketed the West Bridgford Police Station through agents Lambert Smith Hampton between 13 December 2019 and 28 February 2020. The marketing brochure included the Lutterell Hall site (either in whole or part) for potential sale or lease, stipulating that the building must be retained. At the deadline of 28 February 2020, no offers were received to purchase or commercially lease Lutterell Hall. The lack of interest in the site is believed to have been influenced by the Asset of Community Value listing and Historic England listing which are detailed further in paragraphs 4.15 and 4.16.

Developments over the last 9 months

- 4.15. Rushcliffe Borough Council received a nomination from St Giles Pre-school on 12 June 2019 to list Lutterell Hall as an Asset of Community Value. Following a period of consultation, the nomination was assessed by Council officers and on 6 August 2019 it was decided to include Lutterell Hall in the statutory list of Assets of Community Value in Rushcliffe. This means that should the Council decide to sell the asset, if a qualifying community group wants to buy the asset, they can trigger a moratorium for six months, to give them a chance to raise the money to purchase the asset. The owner does not have to sell to a community group.
- 4.16. The Council were notified on 21 January 2020 that Lutterell Hall has been listed at Grade II by Historic England and the Secretary of State for Digital, Culture, Media and Sport under the Planning (Listed Buildings and Conservation Areas) Act 1990 as amended for its special architectural and historic value.

- 4.17. A petition was received from Lesley Brown, a Trustee of the St Giles Pre-School in January 2020 (it had been live since Spring 2019). It stated: *“We, the undersigned, call on Rushcliffe Borough Council to keep Lutterell Hall as a publicly owned community facility and to not market the site for potential redevelopment, and demand that the building be included in the Council’s list of assets of community value with immediate effect”*. When assessed against the criteria laid out in the Rushcliffe Borough Council Petitions Scheme, the petition contained 1024 valid signatures (residents on the Rushcliffe Electoral Role) and 611 invalid signatories (not on the Register or no address completed). This does not reach the minimum requirements for debate at Full Council (currently set at 2,200 valid signatories) but does demonstrate significant community support.

5. Options considered

- 5.1. The options previously referenced have been assessed against a range of factors including feasibility, risk and community benefit. Appendix 2 contains an assessment of the expressions of interest, with Appendix 3 summarising the options appraisal in the form of a scored matrix. Retaining ownership to develop an arthouse cinema was the lowest scoring option. As no offers were received to purchase the hall by the deadline of 28 February 2020 this option was not scored. The remaining two options of the Council continuing to manage the hall or leasing to a community organisation scored within 2 points of each other at 37/50 and 39/50 respectively and both are credible options.
- 5.2. The main strengths of the recommended option to enter into a lease agreement with a community organisation to manage the facility are the additional community activities/usage that would be developed, the potential for community groups to secure external grant funding to enhance the programme and a sense that the community would have more involvement and control over a valued community asset.
- 5.3. It is envisaged that exploration of governance arrangements, due diligence and lease negotiations could be completed within 12 months, thereby enabling a commencement date of April 2021.

6. Risks and Uncertainties

- 6.1. There is a risk that a community organisation taking over management of Lutterell Hall may not achieve their financial projections which could result in the need for a subsidy from the Council or alternatively return of management of the facility to the Council. To partially mitigate against this, management through a consortium of community groups could be explored.
- 6.2. There is a risk that changes in the volunteer membership of the community organisations could lead to resourcing and delivery problems. However, two of the community organisations who expressed an interest in managing Lutterell Hall have a large membership base, a track record of running facilities for a number of years and underpin their proposed delivery with paid staff.

6.3. Further risks and uncertainties were assessed as part of the options appraisal which are detailed in Appendices 2 and 3.

6.4. Any lease terms need to be considered in the context of access to external funding for the community groups, balanced with the Council's risk.

7. Implications

7.1. Financial Implications

7.1.1. By transferring the running of Lutterell Hall to a community organisation there would be approximately £60k of support costs that would have to be absorbed by the Council and may necessitate a review of any areas that are impacted more by this.

7.1.2. Any subsidy required from the community organisation would be an additional pressure and charged to the Special Expense budget.

7.2. Legal Implications

The recommendations within this report would require the Council to enter into lease agreement with a community organisation which would be subject to legal advice and agreement of Heads of Terms.

7.3. Equalities Implications

An equalities impact assessment (Appendix 4) has been undertaken based on retaining the hall as a community venue which would be open to the current user groups, with the potential for additional community activities to be provided. This identified no adverse equalities impacts from the recommendations within this report.

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

There are no Section 17 implications arising from this report.

8. Link to Corporate Priorities

Quality of Life	Lutterell Hall is valued by the local community as a facility which supports a wide range of groups and social activities
Efficient Services	The review of Lutterell Hall responds to the priority of providing services as cost effectively as practicable
Sustainable Growth	The location of Lutterell Hall means that it has the potential to contribute to the vitality of the central area of West Bridgford
The Environment	Capital investment into Lutterell Hall would improve the energy efficiency of the facility and reduce carbon emissions The most recent energy performance assessments were carried out on the building approx. 4 years ago. The national

	<p>average energy efficiency score for these types of buildings is a score of D.</p> <p>Lutterell Hall falls below the average mainly due to the lack of fabric thermal insulation. Improving the score would be challenging due to their design/form of construction.</p>
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9. Recommendations

It is RECOMMENDED that Cabinet:

- a) Approves, subject to agreement of detailed lease terms and due diligence, entering into a lease agreement with a community organisation to manage Lutterell Hall with either:
 - a. one of the shortlisted community groups who submitted an Expression of Interest, or
 - b. a combination of the three via an appropriate management company,

- b) Delegates authority to the Chief Executive (in consultation with the Portfolio Holder for Business and Transformation) to determine the most suitable community organisation or combination and negotiate and complete the terms of the lease, including wider community use that will continue to be provided.

For more information contact:	<p>Leanne Ashmore Executive Manager Transformation 0115 914 8578 Lashmore@rushcliffe.gov.uk</p>
Background papers available for Inspection:	<p>Report to Cabinet 11 June 2019 'Marketing Options: Lutterell Hall'</p>
List of appendices:	<p>Appendix 1 Lutterell Hall Consultation Report Appendix 2 Expressions of Interest Assessment Appendix 3 Options Appraisal Appendix 4 Equality Impact Assessment</p>

Lutterell Hall Consultation Report

January 2020

Introduction

Following the Rushcliffe Borough Council Cabinet decision in June 2019 to market Lutterell Hall and explore options for its future use, a short survey was developed by the Council's consultation team to gauge residents' views. The survey contained eight closed questions, where a range or scale of answers was provided, and one open question which invited respondents to tell the Council anything else they wanted it to know.

The Council understood the affection many in the community held for the Hall, so the Council asked The Campaign Company (a national consultation organisation) to validate the survey. This involved them reviewing and passing comment on the Council's draft survey. A few minor changes were made as a result of this process.

The survey was opened on 11 October 2019. It was available online, to complete electronically, and in printed format from Rushcliffe Arena, the Rushcliffe Community Contact Centre, and from Lutterell Hall. The consultation was advertised on the Council's website and social media channels as well as being picked up by local media outlets.

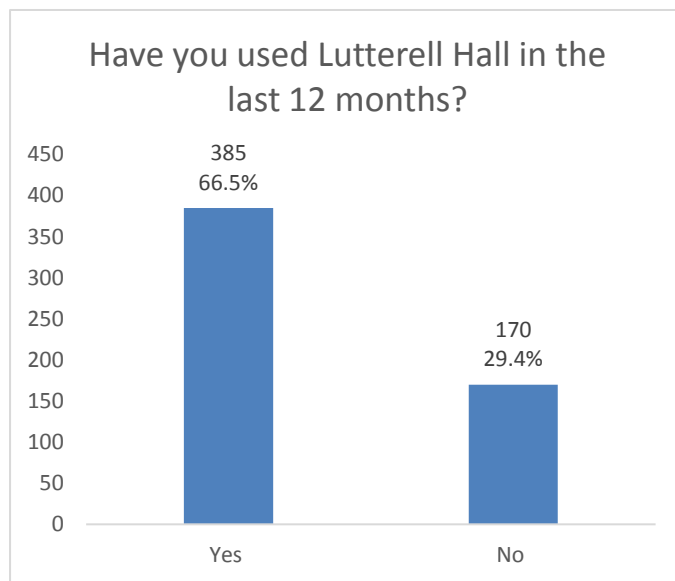
The survey closed on 30 November 2019 and, in total, 689 responses were received.

Analysis of the response to the survey took place between 1 December 2019 and 10 January 2020. Stage one of the survey analysis was to filter the responses to remove those with postcodes not falling within the West Bridgford Special Expense area. This was done to ensure that the views of those paying for (via the Special Expense) and living near the Hall, potentially the more regular users, were heard. This left the Council's consultation team with 579 valid responses to the survey. Stage two involved the analysis of questions 2-8 which asked respondents to express a view against a scale of prescribed responses. Stage three of the survey analysis involved the coding and analysis of question 9 which asked residents for any other views. There were 375 individual responses to analyse ranging from one sentence to several hundred words. Common themes were identified and coded to establish strength of feeling.

The results of this analysis are presented below over two sections. The first looks at the quantitative data, that which can be expressed in numerical form; and the second provides insight into respondents' views under the key themes emerging from the qualitative survey data.

Findings

Questions 2-8 of the Lutterell Hall Consultation focused on quantitative data. The responses to each of these questions can be grouped together and shown in both tabular and graphical form. 579



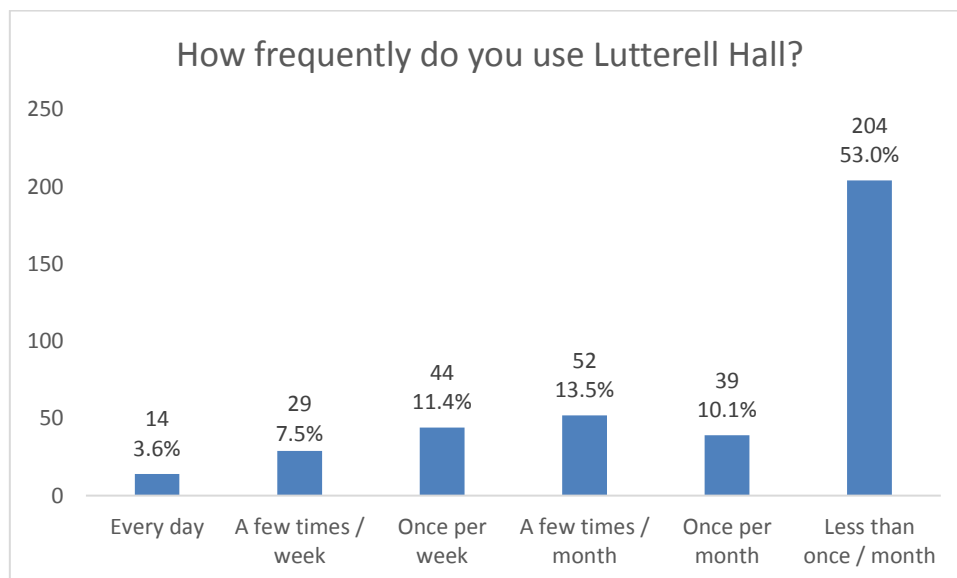
responses have been included in this analysis. Question one asked for respondent's post code so that responses could be filtered to the West Bridgford area only.

Question Two: Have you used Lutterell Hall on Church Drive in West Bridgford in the last 12 months?

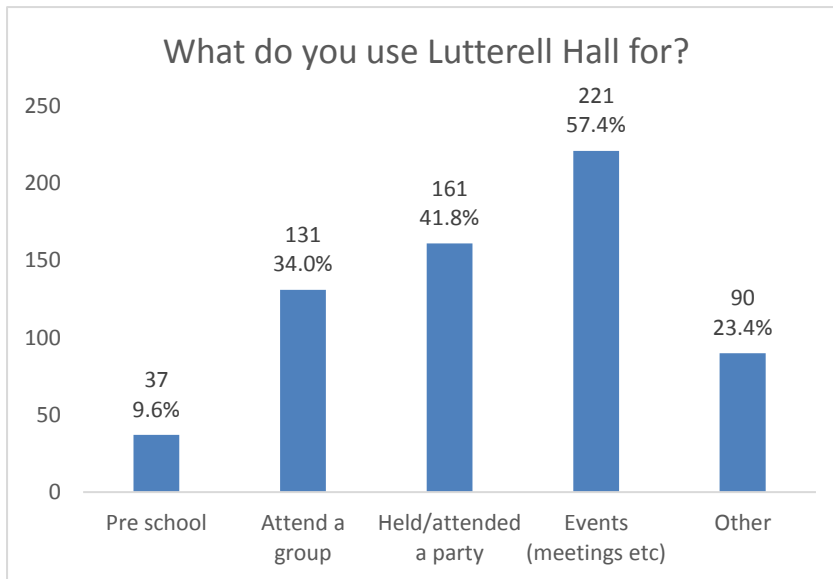
Of the 579 responses, 385 respondents had used the Hall in the last twelve months (66.5%) and 170 respondents had not (29.4%). 24 people skipped this question (4.1%).

Question Three: How frequently, on average, do you use Lutterell Hall?

Of the 385 respondents using Lutterell Hall, 87 use the Hall once a week or more frequently. 91 respondents use the Hall on a monthly basis but the vast majority of respondents use the Hall less frequently, with 204 having used it in the last twelve months but not on a regular basis.



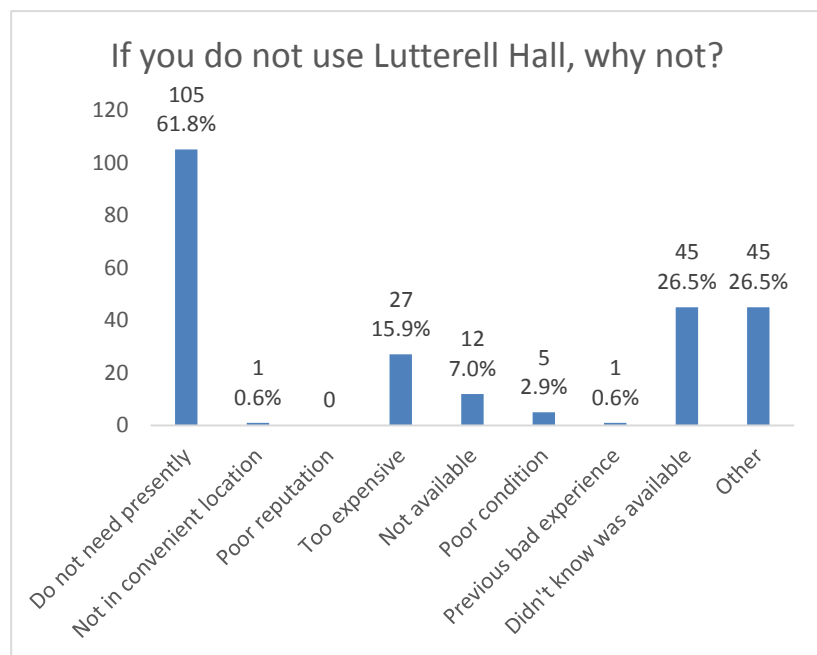
Question Four: What do you use Lutterell Hall for (please tick as many as apply)?



Question Four asked what people used the Hall for. Thirty-seven respondents (9.6%) used the St Giles pre-school; 131 (34%) attend a group that meets at the Hall; 161 (41.8%) had attended a private party held at the Hall; whilst 221 (57.4%) had been to a meeting. Additionally, 90 respondents (23.4%) had used the Hall for a different reason).

Question Five: If you do not use Lutterell Hall, we would like to understand why. Please tick as many as apply to you

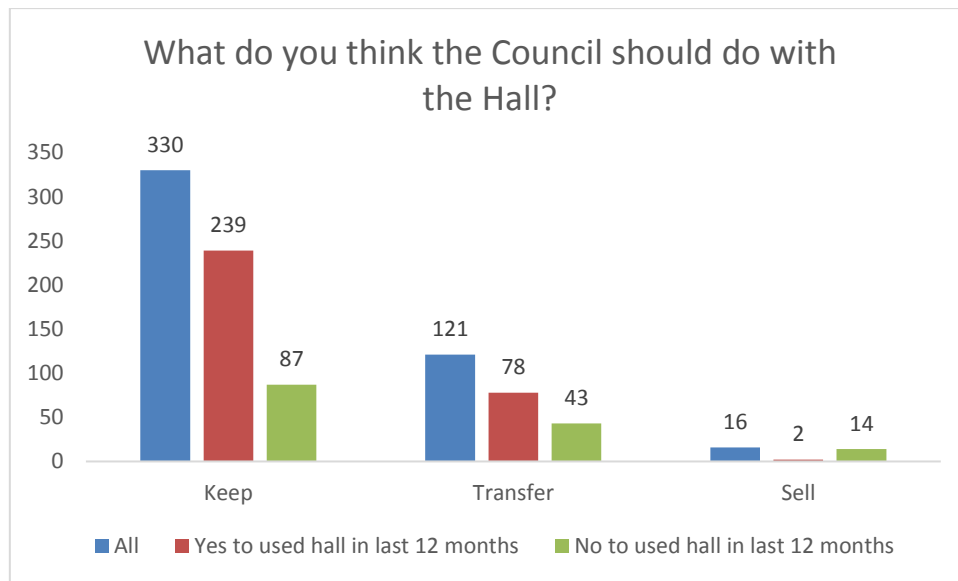
Of the 170 respondents that answered this question, 105 (61.8%) responded that they did not need to use the Hall at the present time. 45 respondents (26.5%) did not know that the Hall was available to hire, whilst 27 (15.9%) felt the hire charges were too expensive. It is interesting to note that no one stated the Hall having a poor reputation as a reason not to use the Hall.



Question Six: Taking all of the above information into account, what do you think the Council should do about the future of Lutterell Hall?

Following some information about the condition of the Hall, question six asked what respondents felt should be done with the Hall in the future. Overall, 330 respondents (57.0%) felt that the Hall should be kept; 121 (20.9%) felt it should be transferred to a third party, and 16 respondents (2.8%) thought the Hall should be sold. 63 respondents made alternative suggestions including creating a day-time business hub, holding more indoor markets and establishing a local museum. However, the majority

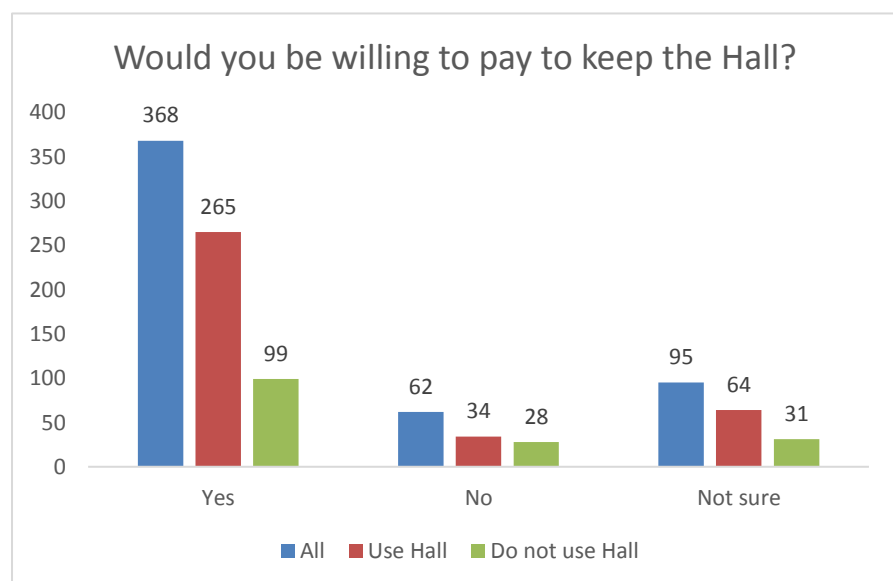
of these comments suggested that the Council keep the Hall and reallocate funding from elsewhere, or utilise better marketing and deals to raise awareness and increase use.



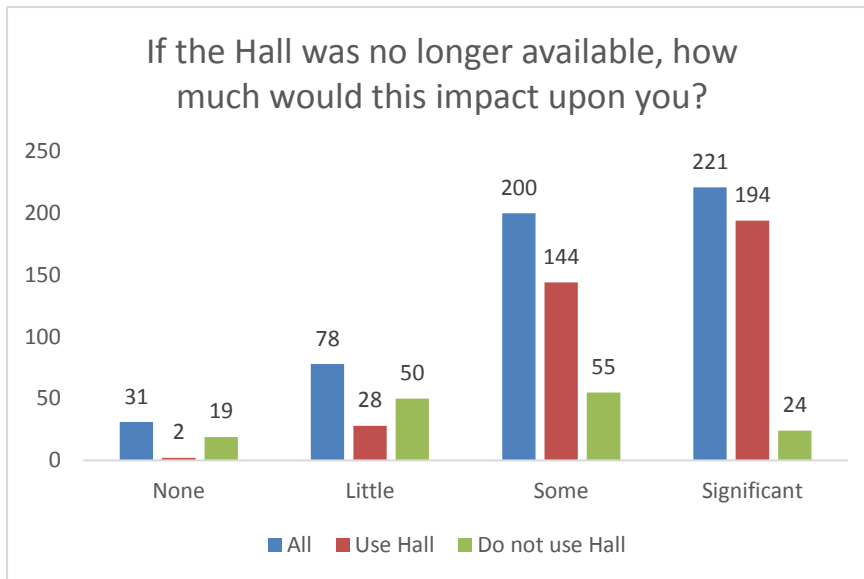
If this data is analysed at a lower level taking into account whether respondents have used the Hall or not in the last twelve months, an interesting picture emerges. 239 respondents who have used the Hall in the last twelve months believe the Council should keep the Hall compared to 87 respondents who have not used the Hall. In terms of supporting the transfer of the Hall the numbers are closer with 78 of those who use the Hall considering this to be a good idea compared with 43 respondents who do not use the Hall. Perhaps unsurprisingly, the majority of those who believe selling the Hall is the better option, 16 respondents, 14 of these do not use the Hall.

Question Seven: Would you be willing to pay an increase on the local element of your council tax to see the Council keep Lutterell Hall?

Overall, 368 of the 579 respondents would be willing to pay more as part of the West Bridgford Special Expense to see the Council keep the Hall (63.6%); 265 of these respondents use the Hall and 99 do not. 62 respondents would not be willing to pay additional money to the Council to see the Hall retained and 95 remain unsure.



Question Eight: If Lutterell Hall was no longer available for community use how much would this impact on you ?



Of the 579 respondents to this consultation exercise, 221 (38.2%) reported that they would experience significant impacts if the Hall was no longer available; this can be broken down into Hall users at 194 and non-users at 24. Very few people (31 overall) believe that there would be no impact to the Hall no longer being available.

Question Nine: Do you have any further views you would like us to take into account when making a decision about the future of Lutterell Hall, West Bridgford?

The final question of the survey asked: “Do you have any further views you would like us to take into account when making a decision about the future of Lutterell Hall, West Bridgford?”. 375 individual responses, some covering multiple topics, were provided to this question. These responses were analysed to identify key themes (common topics mentioned by different respondents). Commentary on those key themes is provided below:

Community

By far the largest number of comments received in response to the survey related to Lutterell Hall and its position within the local community – almost three hundred and fifty comments overall. One hundred of these cited the Hall as a community asset or resource well regarded by the local community; in the words of one respondent: “As a resident of West Bridgford for over 20 years and with 2 children, Lutterell Hall has played and continues to play a big part in our life and our community. Losing it would be an immense effect to us and our future community life”. Another noted that: “West Bridgford has no comparable community space in the central area and its loss would be of huge detriment to the local community”. Respondents were concerned that losing the facility would be detrimental to community life, with almost one hundred commenting on the loss of amenity closing the venue would have: “It would be a great loss to the community if it wasn’t kept as a community hall”, and: “with growing social isolation, community centres like this are vital to ensure communities like West Bridgford remain thriving”. Thirty-eight respondents to the survey cite the location of the Hall and the excellent transportation links in Central West Bridgford as a reason to retain the Hall: “The location of Lutterell Hall is a really significant benefit to the community – its fantastic that it is so close to the bus routes that run through West Bridgford’s Central Avenue. This means that it is accessible, in our forward-looking community, with all of our concerns about our climate, with the

need to drive to the venue". Twenty-six respondents stated that providing community facilities was the responsibility of a local council as summed up in this quote from a resident: "Lutterell Hall is a community facility. The responsibility of a local authority is to provide facilities for the local community. To contemplate closing such a facility is a dereliction of duty". Twenty-six respondents stated that the town is lacking an alternative venue: "There is no venue comparable with Lutterell Hall in West Bridgford that has direct access to public transport and is centrally located", and an additional twenty-five commented upon the Hall's accessibility: "The Hall is situated in the centre of West Bridgford. This area is served by shops and numerous busses. The latter means that it is convenient for people who do not wish to use (or possess) cars. It is a hub for West Bridgford and should not be pulled down". A small number of respondents recognised and commented upon the need provide for a growing population: "we need more community infrastructure to support the growing population". There were also comments relating to the community benefits of the Hall with regard to its cross-generational appeal, its secular nature, and onsite parking.

Architecture

156 individual comments were received relating to the architecture of the building. Fifty-six of these related to the historic value of the building, including a number of requests to preserve the building regardless of future ownership or use. In the words of one respondent to the survey: "Lutterell Hall is a beautiful piece of West Bridgford history architecture and culture, and an essential community centre that must be preserved" and another commented: "It is a beautiful example of late 1920s architecture and should be preserved for its heritage value". Additionally, thirty-four comments mentioned heritage and twenty-nine focussed on the character of the building with one respondent commenting: "In an area which largely lacks buildings of architectural merit it is a pleasure to walk past or to enter". Eighteen separate comments mentioned the Arts and Crafts movement and two named the architect Alfred John Thraves. Many of the comments in this section mentioned how disappointing it would be to lose such a visually individual building from the town including: "Such a lovely Arts and Crafts Building is an asset to the community and should be preserved with care and respect". An additional nine comments suggested that the building should be awarded Listed Building status.

Uses

One hundred and fifty-three respondents to the survey chose to tell the Council how they used the Hall currently. The pre-school received the greatest number of individual comments with fifty-three overall; in the words of one respondent: "The pre-school is absolutely one of the best in the area. It is renowned for being amazing and all the parents that I talk to rate it so highly. It would be a shame to lose that for the whole community". Twenty-eight respondents have held a private party at the venue, while seventeen mentioned they attend an exercise class at the Hall, with an additional fourteen attending dance classes and ten the local choir. Also mentioned were hot yoga, Zumba, markets and fairs, church activities, the Air Cadets passing out parade and luncheon clubs for the elderly. One respondent summarised the benefits of the venue: "It can accommodate large groups of people, whereas many of the little halls for rent are so small, numbers are limited, especially keep fit classes like Zumba".

Marketing

The consultation exercise has highlighted that marketing of the Hall could be seen as an area for improvement with one hundred and twenty-four individual comments. Seventy-four call directly for

proper advertising of the Hall, as demonstrated in this succinct quote: “The Council needs to invest in a proper campaign to market the Hall”. Twenty-three respondents suggested that examples of what the Hall is currently used for, in marketing materials, would encourage further use; ten people suggested that advertising the availability of the Hall would help users book the venue, and two suggested more could be done to promote the facilities available within the Hall. Six respondents suggested that stronger links could be developed with the Registry Office with particular regard to linked celebrations. Four respondents suggested notice boards outside the Hall would be beneficial in terms of marketing events within the Hall, with a further two suggesting advertising in local shops and three more in the West Bridgford Local News publication. In the words of one respondent: “There is no reason the Council could not make this a thriving facility with the right marketing and pricing strategy”.

Costs

Ninety-nine comments made by survey respondents related to the cost of running or repairing the Hall. Thirty-one remarks related to Council Tax with some questioning the need for an increase: “I would be prepared to pay more in local taxation if required but currently fail to find the argument that in order to keep the Hall in public ownership additional taxation is required convincing”, and others agreeing that an increase would be justified to keep the Hall: “A small increase in Council Tax should be considered as an obvious solution to this dilemma. The outcome needs to be a result of careful and considered benefits for the community as a whole, rather than the question of money being the deciding factor”. Additionally, twenty-three comments related to the future funding of the Hall, with some respondents making suggestions about funding models; seven comments related to community funding the Hall directly. There were thirteen statements relating to the cost of the repairs to the building.

Booking

Overall, fifty comments about booking the Hall were received from survey respondents. Twenty-two respondents commented on the costs associated with hiring the Hall with one resident highlighting: “The Hall for birthday parties is £32 an hour. That is £100 before you even start your party. Think about a differing price structure dependent on the reason for hire”, and another suggesting that: “cheaper rates could attract more local groups”. Twenty-two remarks were also submitted which suggested that the Hall was difficult to book which would have an effect on bookings, and four respondents recommended an online booking option should be investigated: “I would advise the Council embed an online booking system that is fit for use”.

Fees

Twenty-four respondents to the survey mentioned the existing fee structure for hiring the Hall. Twelve suggested that the published fees are higher than comparable sites in the local area: “The charges for use are higher than comparisons such as the upstairs function room at the Poppy and Pint pub in Lady Bay, for example”, whereas four respondents believed the venue to be reasonably priced. A number of suggestions were made by respondents to the survey including flexible timings, a set day rate, and reduced rates for block bookings or West Bridgford residents. One respondent suggested: “the charges for community groups are too high, there is little incentive for such groups to use Lutterell Hall. These groups should be subsidised by the Council not charged for using the facilities”, and another, “I think if the Hall was more affordable it would be used more often for parties etc”. One

respondent suggested reinvesting the proceeds of the sale of the Hall, “What about building a new fit for purpose facility somewhere in the centre if you decide to sell?”.

Limitations of the Survey

The Council received seventeen comments about the survey and questioning its objectivity. Respondents were concerned that the questions seemed loaded and pushed those responding to the survey to support selling the Hall as a way of avoiding additional Council Tax.

Amenities

Overall, fifteen comments submitted by residents concerned the amenities provided at Lutterell Hall. Two concerned the loss of essential town centre parking, whereas eight comments referred to the bar provision and five to catering facilities on site. A number mentioned the “mandated use of a low quality and high cost bar provision” as a barrier to booking. Whilst the condition of essential facilities also featured highly: “the toilets and kitchen need upgrading”.

Cynical Council

Comments from six respondents questioned the Council’s motivation for considering the future of the Hall with one resident suggesting: “this seems like a cynical attempt from Rushcliffe county [sic] council to profit from the sale of additional land with nearby properties on sale” and another to state that, “not everything is about profit”.

Sell Hall

Four comments were received suggesting that the best course of action would be to sell the hall, most suggested that it shouldn’t be sold for development, but to someone who would make use of it in its current form”. Other suggestions included reinvesting the money from the sale in a new purpose built hall for the local community.

No Parish Council

Four comments to the survey suggested that the Hall is valued as a community asset as there is no Parish Council in West Bridgford, with one respondent stating that: “there is a democratic deficit in West Bridgford with a lack of parish / town council. The Hall should belong to the parish council which it did when it originally existed”, and another asking: “Where else can the community of West Bridgford come together to discuss matters as we have no parish council?”.

Summary of findings

The Lutterell Hall consultation exercise, run by Rushcliffe Borough Council between 11 October and 30 November 2019, demonstrated a substantial level of concern about the future of the Hall. The survey received nearly 700 responses (579 from the West Bridgford area) and the majority of respondents wished for the Council to keep the Hall or at least to transfer it to a third-party intent on keeping the Hall in community use (78% of all respondents). In fact, only 3% of respondents supported the sale of the Hall; whilst 64% stated that they would be willing pay more as part of the West Bridgford Special Expense to see the Council keep the Hall.

Appendix 2

Lutterell Hall Expressions of Interest summary

Organisation	When est. and current base	What want LH for and community benefits	Able to pay commercial rent?	Previous experience?	Improvements intending to make?	Need to raise funds to finance and ongoing finance?	How manage external bookings and bar service?	Potential Risks/issues
Architects	2007 Nottingham City Centre	Arthouse cinema which would have moveable seating so that it is still available for community use e.g.: <ul style="list-style-type: none"> • Sport/art • Children's groups • School shows 	No detail, this would be dependent on the outcome of the business case which required funding. No detail on lease length.	Architects firm have experience of designing art house cinemas like one proposed but not of managing a facility.	Proposed layouts included but not costed. Unclear who would pick up the cost for the required work. This would be explored in the business case based on models that have worked elsewhere.	No detail, this would be dependent on the outcome of the business case which required funding	Would be available for this when not in use as a cinema but no further details.	<ul style="list-style-type: none"> • Unclear impact on existing and new community use due to storage space required for cinema seating when not in use. • Requires approx. £35k to develop business case. • Costs, income, viability, market and other factors not yet understood due to early stage of work.
Church Group 1	2017 Nottingham	<ul style="list-style-type: none"> • Space for faith groups to assemble and worship. • Base for counselling service and courses • Community art gallery and café • Willingness to promote and prioritise needs of existing users. • Local residents given priority. 	No First 3 years peppercorn and then review. Either short or long term lease.	Limited – some experience of renting space for commercial use and as a registered landlord for housing.	Lease subject to condition survey and conservation management scheme. Bid to architectural heritage fund to cover surveys.	Yes, would look to secure grants for work planning to do to building and to fund some activities.	Employ part time booking manager. Use cloud based booking system. Bar service would be available	<ul style="list-style-type: none"> • No experience of managing a similar facility. • Currently based in the City and so may take some time to establish presence in the area. • Dependency on grant funding that is not guaranteed.
Scout Group	1927 Rushcliffe	<ul style="list-style-type: none"> • Security for scout group • Provide space for community groups – day time, some evenings and weekends. 	Peppercorn rent. Subsidy/grant from RBC Long term lease only – 20 years.	Yes Experience of managing lease of current building which is hired out by other groups.	Cannot accept responsibility for maintenance/repair of the structure of the building.	Yes, applying for grant from Scout Association to cover initial costs of moving.	Currently manage external bookings and do not see any issue with this at LH albeit on a larger scale. Staff will be appointed to look after the Hall - cleaning and maintenance Would be willing for bar to be provided.	<ul style="list-style-type: none"> • Request for an annual subsidy from RBC and an unwillingness to accept a reduction in future years. • Potential impact on user groups that use facilities at times required by the Scouts group.
Church group 2	2010 Rushcliffe	Some church activities but mainly community activities: <ul style="list-style-type: none"> • parent/toddler groups, • training courses, • children's parties/events 	Peppercorn rent. Either short or long term lease.	Yes Experience of managing and hiring our current building to other user groups.	Capital work as per RBC programmed maintenance but also: <ul style="list-style-type: none"> • Kitchen refit • Bar refit • Toilet refurbishment • Pre school cloakroom/toilet facilities 	Possibly look for grant funding to support capital work required. Looking to extend wedding offer to generate additional rental income.	Dedicated caretaker appointed for the Hall. Would offer the bar service and are interested in working with Church Group 1 on this (café idea).	<ul style="list-style-type: none"> • Financial modelling assumes significant increase in and charge for wedding bookings which may be unrealistic. • Planned work on existing building (which group will retain) could impact on capacity to manage Lutterell Hall.

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Appendix 3 - Lutterell Hall Options Appraisal

Criteria	Option 1		Option 1b		Option 2		Option 3	
High score is good e.g. high cost = 0, low cost = 5 high risk = 0, low risk =5	Council retain ownership and management as a community hall		Council retain ownership and develop additional use as an arthouse cinema		Lease the hall to a community organisation to manage		Sell Lutterell Hall for commercial redevelopment (building must be retained)	
Feasibility	Score	Comment	Score	Comment	score	Comment	score	Comment
Capital costs	3	Planned maintenance costs over next 5 years estimated at £275k.	0	Planned maintenance costs as per option 1. Significant as yet unquantified additional investment.	3	Proposals received require RBC to retain planned maintenance costs as per option1.	NA	No offers received at deadline of 28/02/2020
On-going revenue costs	3	As per current, with potential for increased income through improvements identified during the review process i.e. online bookings & closer partnership with community groups and refreshed marketing plan.	?	No information on operating model and business case currently available.	3	A reduction in direct premises costs is offset against some retained support services costs and a loss of income (nil rent payable). The net effect of transfer is negligible assuming support service savings are realised.	NA	No offers received at deadline of 28/02/2020
Ease and cost of implementation	5	A programme to extend user base would need to be developed. Contacts with community partners are established and new bookings software has been identified for testing.	1	Consultancy costs of £34-£40k for market assessment, development of a business plan and conversion cost estimates. Further capital costs and staff resource required for conversion works and establishment of a new business/operating model.	4	Further detailed investigations and negotiation into the operating proposal, lease agreement and development of a transition process.	NA	No offers received at deadline of 28/02/2020
Future on-going Council staffing resource required	1	Significant staffing input would be required to generate new business, work with community providers, promote, maintain and manage the facility.	0	Unclear dependent on management model, but is anticipated to be significant in light of the proposed continued use as a community hall as well as an arthouse cinema.	4	All day to day management, promotion and development would be undertaken by a community organisation. Council involvement would remain in terms of lease management and planned maintenance works.	NA	No offers received at deadline of 28/02/2020

Risk								
Financial risk	4	Contained within RBC capital & revenue Medium Term Financial Strategy.	1	Local market demand for single screen cinema currently unknown and no financial projections are available.	3	Community group financial projections are untested and may be overoptimistic. A review of the audited accounts raised no issues of concern.	NA	No offers received at deadline of 28/02/2020
Operational risk	4	Track record of H & S management and customer service.	2	Management model not established. council has no experience of cinema operations.	3	Community groups have some similar operating experience but a step-change in scale is required. Potential risk of H & S breach if training/procedures are not robust.	NA	No offers received at deadline of 28/02/2020
Longer term asset condition	5	Full control over programmed and reactive maintenance.	5	Full control over programmed and reactive maintenance.	4	Reliant on a third-party undertaking routine maintenance.	NA	No offers received at deadline of 28/02/2020
Community Impact								
Impact on existing regular user groups	5	Existing user groups retained.	3	Programming of cinema would impact on evening and weekend hire and reduce the space available for midweek activities. Pre-school could be retained.	5	Community organisations expressions of interest and interviews stated that all existing groups would be accommodated.	NA	No offers received at deadline of 28/02/2020
Impact on existing occasional users e.g. celebration/party hire	4	Facility still available for hire on current basis.	2	Weekend adult celebration/wedding hire (other than cinema) would not be available and other activities such as children's parties would be reduced.	5	Facility still available for hire on current basis. Potential for community café.	NA	No offers received at deadline of 28/02/2020
Impact on current non-users	2	Recent previous attempts to market the hall have had minimal impact on increasing diversity of usage. An opportunity exists to extend the activities available through closer working with community groups.	4	Provides a new opportunity for residents seeking local an arthouse cinema experience.	5	Community groups are well positioned to broaden the range of activities available at the hall through direct delivery and sourcing external grant funding. Potential for community café.	NA	No offers received at deadline of 28/02/2020
TOTAL	37		18		39		NA	



Appendix 4 – Lutterell Hall Equality Impact Assessment Form

Rushcliffe
Borough Council

<p>Name and brief description of proposal/project / policy / service being assessed:</p> <p>Lutterell Hall</p> <p>An Equality Impact assessment of Lutterell Hall which provides a guide to the council when considering its retention as a Community Venue.</p>
<p>Information used to analyse the effects of equality:</p> <p>When considering Lutterell Hall for retention as well as the financial aspects of the transaction, the Council shall consider any impact on:</p> <ul style="list-style-type: none"> • The wider community benefit/disadvantage for its retention • Partnership/community arrangements for the retention

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	Positive (X)	Neutral (X)	Negative (X)	How different groups could be affected: Summary of impacts	Details of actions to reduce negative or increase positive impact (or why action not possible)
Men, women (including maternity/pregnancy impact), transgender people		(X)		<p>The retention of Lutterell Hall would have a neutral impact on this specific group, as it would provide the users of this community venue with the same level of community provision which they currently enjoy</p> <p>Currently there is one maternity/pregnancy related class</p>	<p>The retention of Lutterell hall would enable users to socialise, participate in a range of educational, recreational, faith and general community activities providing the same level of availability as they currently enjoy.</p>

				called Pilates Bring Baby using Lutterell Hall on a regular basis.	
People from different ethnic groups		(X)		<p>The retention of Lutterell Hall would have a neutral impact on these ethnic groups, as it would provide the users of this community venue with the same level of community provision which they currently enjoy.</p> <p>A significant majority of residents within West Bridgford identify themselves as white British (86.6%). This is noticeably higher than the neighbouring City of Nottingham (65.4%) and England and Wales (80%), but lower than the response across Nottinghamshire as a whole (92.6%).</p> <p>The second largest ethnic group are those with an Asian ethnicity. However, this group only totalled 9.11% of West Bridgford's population. White other (which is likely to include residents from the EU) comprises 3.03% of the population.</p> <p>Given the significant proportion of residents with white British</p>	<p>The largest proportion of Rushcliffe residents live within West Bridgford (within the Main Urban Area of Nottingham),</p> <p>Demographic information for West Bridgford suggests that according to the 2011 Census, the population of West Bridgford is 34,042 people.</p> <p>Rushcliffe Borough Council's adopted Equalities Policy demonstrates an inclusive approach to offering appropriate and accessible services to a range of ethnicities, religious beliefs, sexual and gender orientation.</p>

				<p>ethnicity and the limited number of those from minority groups, West Bridgford is not particularly diverse. Especially when compared to the neighbouring City of Nottingham.</p> <p>Source: ONS 2011 Census Data</p>	
<p>Disabled people or carers</p>		(X)		<p>The retention of Lutterell Hall would have a neutral impact on this specific group, as it would provide the users of this community venue with the same level of community provision which they currently enjoy in a central location with good public transport links to an accessible building</p> <p>Currently there are two disability related groups using the hall on a regular basis Alzheimer's Society, Greet, Meet & Eat (young people with learning difficulties).</p>	<p>Lutterell Hall is centrally located in the town centre of West Bridgford with good public transport link by bus and venue parking on site.</p> <p>Those who rely on public transport or carers for transport to alternative venues may be adversely impacted by the closure of the venue.</p> <p>Car parking access could be explored as part of the future retention strategy for the venue</p>
<p>People from different faith groups</p>		(X)		<p>The retention of Lutterell Hall would have a positive impact on all faith groups, as it would provide the users of this community venue with the same level of community provision which they currently enjoy.</p>	<p>The venue is currently used every Sunday between 9:30am to 12noon by St Giles Church Youth Group.</p> <p>The Church use the entire building as they don't have</p>

				<p>Currently there are two religious worship groups using the hall on a regular basis namely St Giles Church Sunday School and Apostolic fellowship.</p> <p>The 2011 Census showed that the dominant religion in West Bridgford is Christian (51.5%), with low proportions of people with a Muslim faith (3.7%), Sikh faith (1.9%) and Hindu faith (2.4%). The percentage of residents of other faiths is however lower than across the County and England.</p> <p>While religion is often linked to ethnic background, it is important to note that this is not automatically true. However, the religious make-up of the population does follow a similar pattern to the ethnic background within West Bridgford.</p> <p>Source: ONS Census Data</p>	<p>capacity within their own buildings and would need to be explored as part of the future retention strategy for the venue.</p>
Lesbian, gay or bisexual				<p>No adverse impacts specific to these groups have been identified in relation to the retention of Lutterell Hall.</p> <p>There is no national data on the</p>	<p>We do not currently capture any data on the sexual orientation of the users of Lutterell Hall.</p>

				<p>number of people who are lesbian, gay or bisexual. The National Survey of Sexual Attitudes and Lifestyle in 2010-12 estimates that approximately 5% of men and 8% of women in Britain have ever had a same-sex partner.</p> <p>National government estimates that around 6% of the UK population is gay, lesbian or bisexual. Stonewall, a national charity involved in gay, lesbian and bisexual issues consider 5-7% to be a reasonable estimate.</p> <p>Source: ONS Census Data</p>	<p>The introduction of a periodic monitoring form which monitors the different groups that use our community venues in the future would provide data regarding the venues use by protected groups</p>
Younger or older people		(X)		<p>The retention of Lutterell Hall would have a neutral impact on both younger and older groups, as it would provide the users of this community venue with the same level of community provision which they currently enjoy.</p> <p>The venue is home to the St Giles Pre-school and the St Giles Church youth Group in addition there are ad-hoc Kids fitness classes, kids drama/theatre schools and young musician's rehearsals.</p> <p>The venue is used by several</p>	<p>The RNLI, history Society and Zumba Gold 50+ Fun Fitness that have cited the closure as having a direct impact on older users and their unwillingness to use alternative venues in West Bridgford if the venue was to close.</p>

				groups that have older members with regular bookings. Zumba Gold 50+, Man with a Pan (elderly men) from Jan 2020. WB & District Local History Society, WB Horticultural Society and WB Allotment Holders, all these groups are elderly.	
Other (marriage/civil partnership. Looked after children, cohesion/good relations, vulnerable children/adults)		(X)		No adverse impacts specific to this groups have been identified in relation to the retention to Lutterell Hall.	

OUTCOME(S) OF EQUALITY IMPACT ASSESSMENT: *(delete as appropriate)*

No major change proposed

Arrangements for future monitoring of equality impact of this policy/proposal/project:
Note when assessment will be reviewed (e.g. review assessment in 6 months or annual review).

As part of the retention strategy consider the future management arrangements for the building with takes into consideration the existing user groups that have been identified as part of this Equality Impact Assessment.

Introduce a monitoring form which monitors the different groups that use our community venues

Names of officers who conducted EIA and date

Derek Hayden 15-01-2020

Approved by:
(manager signature)

Date:

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Cabinet

Tuesday, 10 March 2020

Carbon Management

Report of the Executive Manager - Neighbourhoods

Cabinet Portfolio Holder for Community and Sustainability, Councillor D Mason

1. Purpose of report

1.1. On 7 March 2019 Rushcliffe Borough Council passed the following motion;

“In the light of the recent Intergovernmental Panel on Climate Change (IPCC) report, declaring a climate emergency, Rushcliffe Borough Council will evaluate the implications of the report and review its 2010 Carbon Management Plan. The review should be undertaken by a relevant scrutiny group, and their findings shall be considered by the Cabinet by no later than March 2020. This Council calls upon the designated scrutiny group to consider the Council setting a carbon neutral target to be achieved by 2030”.

1.2. The Communities Scrutiny Group met in October 2019 and January 2020 to consider the above motion. The Communities Scrutiny Group resolved to recommend that Cabinet set a target date of 2030 to achieve carbon neutral status from the Council’s own direct emissions and approve a ringfenced budget for reducing carbon emissions as part of its financial strategy. On 11 February 2020, Cabinet resolved to recommend approval by Council of the Budget and Financial Strategy 2020/21 (containing a climate change action reserve of £1m).

1.3. Cabinet is requested to consider and if satisfied accept the recommendation of the Communities Scrutiny Group.

2. Recommendation

It is RECOMMENDED that Cabinet:

- a) Approve a target date for the Council’s direct operations to become carbon neutral by 2030
- b) Notes the Carbon Management Action Plan (Appendix 1)
- c) Delegates annual scrutiny of delivery and update of the plan to the Communities Scrutiny Group.

Reasons for Recommendation

- 2.1. The Council's Corporate Strategy 2019-2023 was adopted in September 2019. The Strategy includes a new corporate priority of 'The Environment'. The associated Corporate Action Plan 'Environment' theme states that a target date should be set for the Council to achieve carbon neutral status. In January 2020, the Communities Scrutiny Group considered a draft action plan and decided that even though detailed estimates of the carbon savings and costs were not available for all actions, a target date of 2030 should be set to provide a clear aspiration from which to monitor progress and commit to action across the organisation. The plan includes how the Council will seek to drive carbon behaviour change through its policy and regulation work along with acting in a leadership capacity to positively influence residents and business across the Borough.
- 2.2. The significant scale of carbon emission reductions required to meet net-zero status will not be achievable without additional investment. Establishing a carbon reduction reserve within the Council's Medium-Term Financial Strategy could be used to purchase more efficient plant, vehicles or equipment, develop and promote new initiatives and off-set residual emissions. It is expected that this budget would lead to additional co-benefits identified in the plan such as on-going revenue savings and potentially income returns from any new green investments.

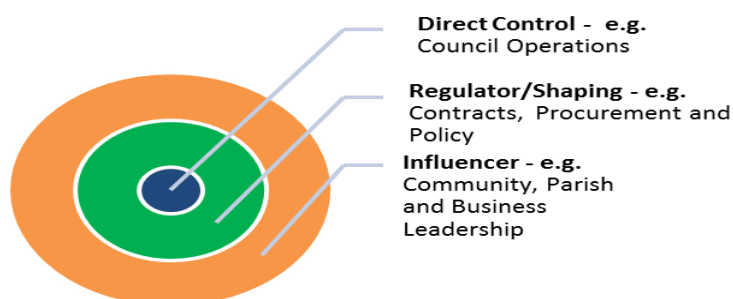
3. Supporting Information

- 3.1. On 26 June 2019, The Climate Change Act 2008 (2050 Target Amendment) Order 2019 was enacted; this Order changes the Climate Change Act 2008 to require that the net UK carbon account for the year 2050 must be 100% lower than the 1990 baseline, i.e. net-zero emissions.

The UK Committee on Climate Change states; "There is a crucial role for local authorities in reducing emissions to meet national carbon budgets" and "The focus of a local authority low-carbon plan should be emissions drivers over which they have significant influence. In particular, residential and non-residential buildings, surface transport, waste and own estate".

- 3.2. To be effective it is important to understand the sphere of influence that Rushcliffe Borough Council can have in terms of tackling climate change and carbon reduction, which is illustrated in figure 1.

Figure 1 - Carbon Management: zone of Council influence and control



- 3.3. The Council's existing Carbon Management Plan was approved by Cabinet in June 2011, with a target to reduce carbon emissions by 15% by 2015 and a target of 30% by 2020, from a base year of 2008/09, in line with Government guidance at that time. By April 2018, an 18.2% reduction in emissions had been achieved from actions such as redeveloping leisure provision in West Bridgford, relocating the council offices into a new building, purchasing cleaner more carbon efficient vehicles and working with partners to deliver affordable warmth.
- 3.4. The main source of emissions from the Councils own operations are from leisure centres (around 67%) and fleet vehicles (around 25%), with the remainder being from a range of sources such as buildings and business travel.
- 3.5. In October 2019, the Communities Scrutiny Group considered the scale of the challenge faced, sources of carbon emissions across Rushcliffe and past Council performance in reducing emissions. Councillors endorsed the priority focus of Council action on direct operations and supported the creation of a cross departmental officer steering group to develop and deliver a carbon reduction action plan.
- 3.6. In January 2020, the Communities Scrutiny Group provided feedback on a draft carbon management action plan which has subsequently been updated and is attached at Appendix 1. Councillors acknowledged that additional resources will be required to deliver the actions to reduce carbon emissions and recommended that a ring-fenced budget is established. Councillors debated setting a target date for the Council to become carbon neutral and decided that 2030 would provide a significant challenge and should be recommended to Cabinet for formal approval.
- 3.7. It is important to note that carbon neutral is not the same as zero emissions and it is expected that by 2030 there will still be some residual emissions from the Council's operations and that a degree of offsetting will be required.
- 3.8. The carbon management action plan (Appendix 1) is a live document which will be updated as necessary as it will evolve as research and technology develops. It contains both internal and external actions and has the following eight themes; Property Assets, Fleet and Transport, Contracts and Procurement, Policy and Regulation, Waste and Recycling, Operational Activities, Community and Business and Offsetting. The plan has been developed to integrate with the overarching D2N2 Energy Strategy to support cross boundary initiatives.
- 3.9. On 11 February 2020, Cabinet resolved to recommend approval of the Budget and Financial Strategy 2021 (containing a climate change action reserve of £1m) to Council on 5 March 2020.

4. Alternative options considered and reasons for rejection

- 4.1. A different target date could be set for the Council to achieve carbon neutral status. However, a later date would result in cumulatively more carbon emissions being emitted by the Council and be out of step with many other local

authorities both locally and nationally. Given the scale of the challenge faced, an earlier target date would require a very significant increase in resources which would need to be balanced against the budget pressures to deliver other corporate priorities.

5. Risks and Uncertainties

- 5.1. There is a strong scientific consensus that human activities have caused global warming. Without significant change in behaviour and policy, continued increases in temperature at the current rate will result in global warming reaching 1.5 degrees between 2030 and 2052. This would cause irreversible damage to the environment and result in climate related risks to health, livelihoods, food security, water supply and economic growth (Intergovernmental Panel on Climate Change Report; October 2018). This highlights a significant longer-term risk of major environmental and societal damage resulting from inactivity to tackle climate change.
- 5.2. The technology available to deliver the significant carbon reductions required is constantly evolving. The desire to make faster carbon reductions through early adoption of new technology needs to be balanced against the risk that technology may be superseded or become available at a lower cost in the future. The available options will go through a process of due diligence to minimise the level of risk to the Council.

6. Implications

6.1. Financial Implications

6.1.1. Improving the environment and reducing carbon emissions represents a significant challenge for the Authority which is likely to require both revenue and capital commitment. As part of the Medium Term Financial Strategy to be presented to Council on 5 March 2020, it is proposed that £1m is transferred from the Organisation Stabilisation Reserve to a new Climate Change Action Reserve. Ongoing costs and savings will be identified as part of the business case for potential carbon reduction measures which will be included in the budget going forward. The revenue savings arising from installing more energy efficient technology will not be realised until a later date but can be used to part-fund the ongoing carbon reduction measures required to meet carbon neutral status.

6.1.2. The use of this reserve will result in an opportunity cost by way of loss of interest and this is estimated to be £30,000 at the point the whole £1m is utilised. Any resultant assets created and owned by RBC will attract notional depreciation charged to revenue over the life of the asset.

6.2. Legal Implications

Achieving carbon neutral status by 2030 is not a legal requirement, however Council has agreed a motion that establishes an expectation to

deliver widespread carbon reductions. This report supports delivery of that expectation.

6.3. Equalities Implications

There are no equalities implications arising from this report.

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

There are no implications arising from this report that impact on community safety in respect of Section 17 of the Crime and Disorder Act 1988.

7. Link to Corporate Priorities

Quality of Life	Delivery of the action plan will contribute to improvements in public health for example through improved air quality, food consumption and more physical activity.
Efficient Services	Enhancing the energy efficiency of the Council’s assets will potentially lead to reductions in operating costs.
Sustainable Growth	Over the longer term it is anticipated that policy changes will lead to improved energy efficiency within residential and commercial developments.
The Environment	Setting a carbon neutral target by 2030, implementing a carbon reduction action plan and establishing a budget to support delivery, are all designed to improve and safeguard the environment.

8. Recommendations

It is RECOMMENDED that Cabinet:

- a) Approve a target date for the Council’s direct operations to become carbon neutral by 2030
- b) Notes the Carbon Management Action Plan (Appendix 1)
- c) Delegates annual scrutiny of delivery and update of the plan to the Communities Scrutiny Group.

For more information contact:	David Banks Executive Manager - Neighbourhoods 0115 9148438 dbanks@rushcliffe.gov.uk
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<p>Background papers available for Inspection:</p>	<p>Report to Communities Scrutiny Group 3 October 2019 'Carbon Management'</p> <p>Report to Communities Scrutiny Group 9 January 2020 'Carbon Management Plan Development and Review'</p> <p>Report to Cabinet 11 February 2020 '2020/21 Budget and Financial Strategy'</p>
<p>List of appendices:</p>	<p>Appendix 1 - Carbon Management Action Plan</p>

Appendix 1- Rushcliffe Borough Council Carbon Management Plan 2020

Themes:

1. Property Assets;
2. Fleet and Transport;
3. Contracts and Procurement;
4. Policy and Regulation;
5. Waste and Recycling;
6. Operational Activities;
7. Community and Businesses;
8. Offsetting

Timescale: I = Implemented / ongoing; S = within 1 year; M = between 1 year and 5 years; L = 5 - 10 years

Co-benefits: Cost Saving = £; Energy Saving = ⚡ Economic Benefit = 💰 Health Benefit = 🏥 Equity = 🏠 resilience to the impacts = 🌿 wildlife = 🦋

CO2 saving = Low (<5%), Medium (5-25%), High (>25%)

A. Internal actions

Ref.	Action	Lead Specialist	Timescale	Estimated Potential CO2e Saving	Estimated Financial Cost	Co-benefits	Link to D2N2 Energy Strategy
A1. Property Assets							
1.1.	Introduce detailed energy use monitoring of property portfolio (including provision of Energy Performance Certificates)	Property Services	S	Medium - Can provide up to 5 - 20% saving (Carbon Trust)	Staff time only	£	Leading in the public sector








Ref.	Action	Lead Specialist	Timescale	Estimated Potential CO2e Saving	Estimated Financial Cost	Co-benefits	Link to D2N2 Energy Strategy
1.2.	Continue the roll out of energy efficient plant equipment and lighting across the property portfolio including community buildings and facilities (e.g. Gresham sports park) and car park lighting e.g. LED lighting, power controls, heating systems, explore possible heat pumps including water source at Country Park	Property Services	M	High - e.g. 20 - 40% saving for heat pumps over conventional heating (WebRef1)	(possible for Salix interest free loan) £0.8m one off cost for a 1MW heat pump - but income may be generated from the government's Renewable Heat Incentive (Ashden / FoE) ~£35K for Gresham Sports Park	£	Improving business and industry efficiency
1.3.	Carry out an audit across the existing property portfolio of potential fabric thermal upgrades (insulation), water consumption and all plant, confirming all is optimised in terms of operation and deliver upgrades (including filtration pumps at leisure centres as necessary) and install minor measures where possible (e.g. TRVs) and produce a programme of prioritised works.	Property Services	S	Medium – up to 30% of heating can be lost through poorly insulated buildings (Carbon Trust)	~£1m for installation of measures (possible for Salix interest free loan) (Ashden / FoE)	£ ↓↑	Improving business and industry efficiency
1.4.	Investigate purchasing green energy tariffs (<i>however this is not taken into account in official Green House Gas emission audits – only inhouse generation can be included</i>)	Property Services	S	High - 281 T (grid electricity, if 100% green grid electricity)	Should be little or no cost implications	💰 🚚	Delivering clean, smart, flexible power
1.5.	Undertake a feasibility study of using natural ventilation mechanisms on property portfolio buildings	Property Services	M	TBC	Study - staff time only Installation costs TBC	£ 🚚 ↓↑	Improving business and industry efficiency
1.6.	Deliver upgrade to power supply on the Croquet Lawn in West Bridgford to reduce use of diesel generators at events and markets	Property Services	M	Low - 10 KW generator replaced by grid electricity ≈ 4 Kg CO2 / hour saving (BEIS, 2019)	~£30K	£ 🚚	Delivering clean, smart, flexible power

Ref.	Action	Lead Specialist	Timescale	Estimated Potential CO2e Saving	Estimated Financial Cost	Co-benefits	Link to D2N2 Energy Strategy
1.7.	Review the portfolio of leisure centres including Bingham, East Leake and Keyworth and consider installation of CHP units where appropriate.	Waste and Contracts	L	High - Up to 30% Leisure Centre emissions (WebRef2) Potentially more if Hydrogen fuelled	~£220k per site for CHP installation (plus removal of old system and retrofit cost). £85k for other low carbon technology (Based on estimate for Bingham Leisure Centre) (possible for Salix interest free loan)	💰	Delivering clean, smart, flexible power
1.8.	Carry out a review of opportunities to reduce the IT carbon footprint by updating ICT plant with lower carbon equipment (including server equipment, printers, workstations etc) and enforcing power saving policies	ICT	S	Low	TBC	£ 💰	Improving business and industry efficiency
1.9.	Review the carbon footprint of e-services and cloud-based services and consider how council service can best be delivered (including e-services, documents transfer and electronic postage and online public services).	ICT	S	Low	TBC	£ 💰	Improving business and industry efficiency
A2. Fleet and Transport							
2.1.	Investigate with partners a programme to replace / upgrade refuse trucks with ULEV / Biogas / Hydrogen fuelled vehicles (including establishing fuel infrastructure)	Waste and Contracts	L	High >70% transport emissions (WebRef3) (e.g. ~30T per vehicle per year for H duel fuel)	£45k per vehicle for duel fuel conversion (not cost of vehicle) plus infrastructure cost and loss of warranty. Or 26T electric refuse £385K vs £185K for diesel – potential saving on running costs	£ 💰 🚚 ↓↑	Accelerating the shift to low carbon transport


Ref.	Action	Lead Specialist	Timescale	Estimated Potential CO2e Saving	Estimated Financial Cost	Co-benefits	Link to D2N2 Energy Strategy
2.2.	Investigate and replace / upgrade, all vans with electric powered vehicles (including establishing charging infrastructure) [including R2Go, facilities and dog control van]	Waste and Contracts	M	Medium - 17-30% of van emissions (WebRef4) with grid supplied standard electricity	£25-35k per vehicle plus ~ £1k per chargepoint (Ashden / FoE). Potential saving on running cost	£ 💰 🚗	Accelerating the shift to low carbon transport
2.3.	Integrate driver training with annual certification and investigate 'in cab' monitoring and route optimisation	Waste and Contracts	S	Low - 15% fuel saving (EST)	TBC	£ 💰 🚗	Accelerating the shift to low carbon transport
A3. Contracts and procurement							
3.1.	Leisure operator contractual obligations. - Build energy targets into the new leisure provider contract and monthly energy use monitoring (supporting time controls, use of pool blankets etc.)	Waste and Contracts	S	Low	Potential expense for implementation of monitoring	💰	Improving business and industry efficiency
3.2.	Build into current contract / extension for leisure operator that green energy tariffs must be used at New Bingham LC (<i>however this is not taken into account in official Green House Gas emission audits – only inhouse generation can be included</i>)	Waste and Contracts	S	N/A	May be pass on of cost if green energy is more expensive than contractor's normal supplier	💰 🚗	Delivering clean, smart, flexible power
3.3.	Ground Maintenance operator contractual obligations. - Build travel / fuel emission targets into the Ground Maintenance provider contract and monthly fuel monitoring of Rushcliffe contract (supporting conversion of fleet, plant and tools etc to low carbon)	Waste and Contracts	M	Medium	Potential expense for implementation of monitoring	💰 🚗	Accelerating the shift to low carbon transport
3.4.	Review purchasing / procurement policy to prioritise sustainability – <i>started Jan 2020</i>	Financial Services	S	Not measured	May be increased purchase costs	💰	Leading in the public sector

Ref.	Action	Lead Specialist	Timescale	Estimated Potential CO2e Saving	Estimated Financial Cost	Co-benefits	Link to D2N2 Energy Strategy
3.5.	For new council portfolio buildings consider 'better than building regs' fabric thermal insulation specification and review works specifications/procurement to avoid high embodied carbon materials or those with high carbon operation or maintenance regimes	Property Services	L	High – up to 30% of heating can be lost through poorly insulated buildings (Carbon Trust)	TBC	💰 ↓↑	Leadership in driving clean growth and housing
A4. Policy and Regulation							
4.1.	Promote carbon reduction policies and guidance to developers working in Rushcliffe and ensure Health Development Checklist used for all appropriate planning applications	Planning and growth	S	Low impact on council emissions but provide potential district savings	Staff time only	💰 🚗 ↓↑	Leadership in driving clean growth and housing
4.2.	Investigate financial incentives for installing energy efficiency measures / low carbon technology in residential, commercial and industrial premises in Rushcliffe	Financial Services	M	Low impact on council emissions but provide potential district savings	Staff time initially then budget for identified incentives	💰 ↓↑	Leadership in driving clean growth and housing
4.3.	Introduce all HIMO's to have conditions on licence for minimum energy efficiency standards (e.g. EPC rating E or better)	Environmental Health	S	Low impact on council emissions but provide potential district savings	Staff time only	🚗 👤 👤	Improving the energy efficiency of our homes
4.4.	Enforcement of minimum energy efficiency standards in the private rented sector (PRS)	Environmental Health	S / M / L	Low impact on council emissions but provide potential district savings	Enforcement costs	🚗 👤 👤	Improving the energy efficiency of our homes
4.5.	Introduce Taxi licensing minimum vehicle emission requirement (e.g. maximum age of vehicle, EURO class, emissions monitoring etc)	Environmental Health	M	Low impact on council emissions but provide potential district savings. Carbon Footprint of conventional Taxis 600 g per passenger km (Ref5)	Enforcement costs	🚗	Accelerating the shift to low carbon transport


Ref.	Action	Lead Specialist	Timescale	Estimated Potential CO2e Saving	Estimated Financial Cost	Co-benefits	Link to D2N2 Energy Strategy
4.6.	Review Air Quality Strategy to include carbon reduction targets	Environmental Health	S	Low impact on council emissions but provide potential district savings	Staff Time only		Accelerating clean growth
4.7.	Implement an Environmental Ethical Investment Policy	Financial Services	S	Not Measured	May have lower returns		Leading in the public sector
4.8.	Review Service level agreements to include sustainability criteria (including RCAN, RCVS, Professional Sports Club, Notts Wildlife Trust)	Community Development	S	Low impact on council emissions but provide potential district savings	Staff time plus may increase service costs		Leading in the public sector
4.9.	Review and update the standards and conditions document for allotments (including West Bridgford allotments)– sustainability, materials, waste, energy, water supply and capture etc.	Community Development	S	Low impact on council emissions but provide potential district savings	Staff Time only		Enhancing the benefits and value of our natural resources
4.10.	Review and implement the market quality and standards documents to address sustainability, plastic packaging and bags etc	Economic growth	S	Low impact on council emissions but provide potential district savings	Staff Time only		Enhancing the benefits and value of our natural resources
4.11.	Ensure at least minimum energy efficiency standards are achieved in new funded social housing [Investigate non gas grid solutions]	Strategic Housing	S	Low impact on council emissions but provide potential district savings	Staff time only		Improving the energy efficiency of our homes
A5. Waste and Recycling							
5.1.	Prepare for the requirements of the Resources and Waste Strategy for England and Environment Bill on waste and recycling collection and segregation	Waste and Contracts	M	TBC	TBC		Leading in the public sector
A6. Operational activities							
6.1.	Provide strategic and financial leadership to drive ongoing carbon reductions	Senior Management / Cabinet	S / M / L	Not measured	TBC		Leading in the public sector












Ref.	Action	Lead Specialist	Timescale	Estimated Potential CO2e Saving	Estimated Financial Cost	Co-benefits	Link to D2N2 Energy Strategy
6.2.	Develop and promote Carbon Clever Brand	Performance, Reputation and Democratic Services	S / M / L	Not measured	Staff time only	--	Leading in the public sector
6.3.	Review council publications and see if reduced carbon options are possible (e.g. e-publications)	Performance, Reputation and Democratic Services	S	Low	Staff time only	£	Leading in the public sector
6.4.	Carry out assessment of facilities single plastic use and review options to reduce	Community Development	S	Low	~£500	 à	Leading in the public sector
6.5.	Audit carbon footprint of events / council engagements and review options to reduce	Community Development / Democratic Services	S	Low	£5 – 10K	 	Leading in the public sector
6.6.	Use electronic payments and documentation where possible. Move away from sending cheques and look to make payments electronically. Switch over to e-billing for companies that we still receive paper invoices from (where available). Increase use of email for remittances / invoices / reminders etc.	Financial Services	S	Low	TBC		Leading in the public sector
6.7.	Establish a Climate Change Action Reserve fund (facilitating other actions in this plan)	Financial Services	S	High	£1m		Leading in the public sector
A7. Community and Businesses							
7.1.	Actions included within Section B Influencing						
A8. Offsetting							
8.1.	Undertake a feasibility study of opportunities to fit PV / alternative energy generation and storage to property portfolio (including land, buildings and in car parks) – See also B8.1	Property Services	M	TBC	Bingham LC PV 200 sq. m = £60k	£ 	Delivering clean, smart, flexible power
8.2.	Audit council leisure centres with a view to preparing a business case for putting PV on all roofs	Property Services	M	TBC	Bingham LC PV 200 sq. m = £60k	£ 	Delivering clean, smart, flexible power

Ref.	Action	Lead Specialist	Timescale	Estimated Potential CO2e Saving	Estimated Financial Cost	Co-benefits	Link to D2N2 Energy Strategy
8.3.	Consider investing in alternative energy production off estate (e.g. hydroelectric facility, PV farms, wind turbines)	Property Services	M	TBC	TBC	£ 💰	Delivering clean, smart, flexible power
8.4.	Investigate set up a Carbon Offset Fund through Section 106 agreements / CIL. Will generate funds for investment in low carbon projects. (NB the Government's proposed Future Homes Standard may prohibit this?).	Planning and Growth	M	TBC	TBC	£ 💰	Accelerating clean growth
8.5.	Develop a tree planting plan on council portfolio e.g.; Rushcliffe Country Park, Collington Common, Bridge Field, Edwalton Golf Course, Gamston open space, The Hook, Gresham (next to tram line), Bridge Field (next to houses), Boundary Road, Meadow Park - East Leake, Miss Machin's Field and Land off Landmere Ln (need to be aware of existing ecological value)	Community Development / Property Services	S	High - (Rewilding Britain)	Variable up £3k per street tree, including tree pit) (Ashden / FoE), a hectare of 2,250 trees costing ~£3000 (may also require further land purchase at ~£25k / ha)	🚲 à	Enhancing the benefits and value of our natural resources
8.6.	Establish RBC's own tree nursery (so native trees can be grown from seeds (gathered e.g. by RBC staff / tree wardens), using compost from green waste facility, sell/give surplus to other LA's)	Community Development	M	Low	Low cost	£ 🚲 🌳 🌳 à	Enhancing the benefits and value of our natural resources

Ref.	Action	Lead Specialist	Timescale	Estimated Potential CO2e Saving	Estimated Financial Cost	Co-benefits	Link to D2N2 Energy Strategy
8.7.	Replace wind turbines at Rushcliffe Country Park if cost effective to do so	Community Development	M	Medium	(possible for Salix interest free loan) Purchase and installation ranges from £2000 for small 2KW turbine too £1m for 800KW turbine and upwards. Alternative funding arrangements may be possible e.g. land rent to wind power company or power purchase agreements	£ 	Delivering clean, smart, flexible power



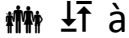
B. Influencing Actions

Ref.	Action	Lead Specialist	Timescale	Potential CO2e Saving	Financial Cost (in addition to officer time)	Co-benefits	Link to D2N2 Energy Strategy
B1. Property Assets							
1.1.	Provide free to use cold-water dispenser in all public areas of property portfolio (including Leisure Centres)	Property Services	M	Low impact on council emissions but provide potential district savings	TBC	 	Leading in the public sector
1.2.	Consider business case to purchase empty properties, retrofit and resell in line with empty homes policy	Environmental Health	M	Low impact on council emissions but provide potential district savings	TBC, potential to sell at profit	  	Leadership in driving clean growth and housing

Ref.	Action	Lead Specialist	Timescale	Potential CO2e Saving	Financial Cost (in addition to officer time)	Co-benefits	Link to D2N2 Energy Strategy
B2. Fleet and Transport							
2.1.	Develop a staff travel promotion / incentive scheme for alternative travel (ULEV car lease scheme, car passenger allowance, cycle allowance, cycle purchase scheme, staff business travel card, Staff travel schemes etc).	Financial services	S	Low	TBC	 	Accelerating the shift to low carbon transport
2.2.	Consider a staff alternative travel reward competition	Human Resources	S	Low	TBC		Accelerating the shift to low carbon transport
2.3.	Widen access to the Staff Cycle purchase scheme	Financial Services	S	Low	TBC	 	Accelerating the shift to low carbon transport
2.4.	Extending provision of EV charging points on the Rushcliffe estate e.g. in borough car parks.	Property Services	M	Low impact on council emissions but provide potential district savings	£2.5k per public chargepoint after government grants (Ashden / FoE)	 	Accelerating the shift to low carbon transport
2.5.	Develop a strategy for further EV charging points across the borough	Economic Development	M	Low impact on council emissions but provide potential district savings	£2.5k per public chargepoint after government grants (Ashden / FoE)	 	Accelerating the shift to low carbon transport
2.6.	Promote active travel to the public (e.g. school travel plans including accreditation (stars) and walking bus; travel choice programme including active travel; well-being at work scheme / work place health; Business e-bike scheme; healthy futures fund – cycling on prescription; Community cycling groups; Ridewise training)	Community Development (Working with NCC and public health)	M	Low impact on council emissions but provide potential district savings	Staff Time e.g. require office developments to have secure cycle parking; education/training programmes; to e segregated cycle lanes. (Ashden / FoE)	 	Accelerating the shift to low carbon transport

Ref.	Action	Lead Specialist	Timescale	Potential CO2e Saving	Financial Cost (in addition to officer time)	Co-benefits	Link to D2N2 Energy Strategy
B3. Contracts and procurement							
3.1.	Investigate joint procurement of low carbon technology for Social Housing providers and councils	Strategic housing	M	Low impact on council emissions but provide potential district savings	Staff time only	💰 👤👤👤	Leading in the public sector
B4. Policy and Regulation							
4.1.	Working collectively to support the delivery of the D2N2 Energy Strategy and develop and deliver tangible energy action plans and area wide carbon reduction	EMT	M	TBC	Staff time only	💰 👤👤👤	Leading in the public sector
4.2.	Call on the Government to provide the necessary powers and resources to deliver local action on climate change	Senior Management / Cabinet	M	TBC	Staff time only	👤👤👤	Leading in the public sector
4.3.	Support the development of a masterplan for the Ratcliffe on Soar site which maximises the assets on the site including the grid connection which lends itself to the site being a test bed for next generation energy production	Economic Development / planning policy	L	Low impact on council emissions but provide potential district savings	Staff time only	💰 ↓↑	Leadership in driving clean growth and housing
4.4.	Develop Supplementary Planning Documents e.g. for Energy Efficiency and low carbon developments; Renewable Energy; Climate Adaptation; Green Infrastructure [including natural carbon solutions (e.g. / Trees / Wetlands Meadows / Hedgerows) plus provision of allotments; green walls and roofs; Flooding avoidance measures in new developments (including SUD's and Natural flood management (NFM)]; Travel Plans and associated works (encouraging modal shift and active travel, provision of EV charging points (inc. ebikes), car club parking bays, cycle routes and connectivity investment)	Planning Policy	M	Low impact on council emissions but provide potential district savings	Staff time only	💰 👤👤👤 ↓↑ à	Leadership in driving clean growth and housing

Ref.	Action	Lead Specialist	Timescale	Potential CO2e Saving	Financial Cost (in addition to officer time)	Co-benefits	Link to D2N2 Energy Strategy
4.5.	Investigate requiring new developments to provide a 'carbon score' showing the carbon footprint of each property and its likely running cost / Carbon checklist	Planning Policy	M	Low impact on council emissions but provide potential district savings	Staff time only	💰 👤 ↓↑	Leadership in driving clean growth and housing
4.6.	Develop climate adaptation plans for Rushcliffe	Community Development	M	Low impact on council emissions but provides solution to impacts	TBC	👤 ↓↑	--
B5. Waste and Recycling							
5.1.	Actions being explored			TBC	TBC		
B6. Operational activities							
6.1.	Actions included in Section A – Internal Actions			--	--		-
B7. Community and Businesses							
7.1.	Promotion of green business issues including energy efficiency, transport / travel planning, low carbon technology, 'green' accreditation and signposting to grants and support services etc.	Economic Development /Community Development	M	Low impact on council emissions but provide potential district savings	TBC	💰 👤 ↓↑	Improving business and industry efficiency
7.2.	Hold a Notts wide clean growth event for local businesses	Economic Development	S	Low impact on council emissions but provide potential district savings	TBC	💰 👤 ↓↑	Improving business and industry efficiency
7.3.	Promote local / sustainable food / food growing (Allotments, Diet for the world, Incredible Edible, Rushcliffe Roots, Abundance Projects, links to local fruit and veg businesses)	Community Development	M	Low impact on council emissions but provide potential district savings	TBC	🚗 👤 ↓↑	Enhancing the benefits and value of our natural resources
7.4.	Promote use of green spaces through social prescribing (including green gym, health walks, forest school etc)	Community Development	M	Low impact on council emissions but provide potential district savings	TBC	🚗 👤 ↓↑	Enhancing the benefits and value of our natural resources

Ref.	Action	Lead Specialist	Timescale	Potential CO2e Saving	Financial Cost (in addition to officer time)	Co-benefits	Link to D2N2 Energy Strategy
7.5.	Promote sustainable management of sports clubs / grounds (best practice case studies, grants etc)	Community Development	M	Low impact on council emissions but provide potential district savings	TBC		Leading in the public sector
7.6.	Run a climate promotion (internal, parish council, businesses and public) (possible use Green Office Week also - Carbon reduction team could support)	Performance, Reputation and Democratic Services	M	Low impact on council emissions but provide potential district savings	Staff time only		Leading in the public sector
7.7.	Identify and work with key influencers within Rushcliffe on Carbon Management best practice	EMT / Cabinet	S/ML	Low impact on council emissions but provide potential district savings	Staff Time only		
B8. Offsetting							
8.1.	Consider establishing a community energy scheme (a community owned energy generating company e.g. community solar farm)	Community development	M	Low impact on council emissions but provide potential district savings	TBC		Leading in the public sector
8.2.	Investigate Natural Climate Solutions for Rushcliffe, in line with Rushcliffe Nature Conservation Strategy, in partnership with land owners / managers	Community Development	L	Low impact on council emissions but provide potential district savings	Requires land, from donors, developers or purchase and ongoing management funds		Enhancing the benefits and value of our natural resources

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Cabinet

Tuesday, 10 March 2020

**Revenue and Capital Budget Monitoring 2019/20 –
Financial Update Quarter 3**

Report of the Executive Manager – Finance and Corporate Services

Portfolio Holder for Finance and Contracts, Councillor Gordon Moore

1. Purpose of report

- 1.1. This report presents the budget position for revenue and capital as at 30 December 2019 the details of which were discussed at the meeting of the Corporate Overview Group on 25 February 2020 as part of the Finance and Performance Management Quarter 3 report. There were no observations forwarded to Cabinet.
- 1.2. Given the current financial climate, it is imperative that the Council maintains due diligence with regards to its finances and ensures necessary action is taken to maintain a robust financial position.
- 1.3. Overall, the financial position for the year is positive with overall service revenue efficiencies of £552k and business rates additional income of £354k (consisting of a redistribution of the business rates pool surplus and an in-year movements on business rates collection) with an overall revenue efficiency position of £0.906m. Such funding will be required given the significant risks in relation to future business rate income streams and the challenge of funding the important carbon reduction agenda.
- 1.4. It is anticipated there will be carry forwards including £0.1m will be required to support work regarding the Development Corporation (with an earmarked reserve being created). This will be referenced in the Council's Medium Term Financial Strategy. Furthermore the Council is anticipating an underspend of around £17k on Members Community Grants which will be available for Councillors and the community to support individuals suffering with loneliness.
- 1.5. The capital programme shows a planned underspend of £17.807m largely due to sums no longer required (such as for Fairham Pastures, Abbey Road and the Asset Investment Strategy) plus planned slippage in the programme such as delayed planning for the Crematorium. Some projects require sums to be carried forward (for example Bingham Leisure Hub).
- 1.6. The Special Expenses position shows a minor efficiency saving of £1.6k or 0.2% against the revised budget.

2. Recommendation

- 2.1 It is RECOMMENDED that the Cabinet approve the attached report noting:
 - a) the projected revenue position for the year with £0.906m of budget efficiencies; and

- b) the capital underspend of £17.807m as a result of both projects no longer proceeding and planned programme slippage; and
- c) the Special Expenses quarter 3 financial position.

3. Reasons for Recommendation

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

4. Supporting Information

Revenue Monitoring

- 4.1 The revenue monitoring statement by service area is attached at **Appendix A** with detailed variance analysis as at 30 December 2019 attached at **Appendix B**. This shows projected net efficiency savings for the year to date of £552k and £375k due to business rates variation and the Nottinghamshire Business Rates Pool surplus. The overall £0.906m variation represents -7.88% against the net expenditure budget and we currently anticipate £1.102m to be transferred to reserves to meet in future risks and to enable the Council to fund investment to support its climate change agenda (see paragraphs 6.3 and 6.4). This position may still change in the final quarter of the year.
- 4.2 There will be items of expenditure to carry forward. It should be noted £0.1m is anticipated to support work regarding the Development Corporation (with an earmarked reserve being created). This will be referenced in the Council's Medium Term Financial Strategy. Furthermore the Council is anticipating an underspend of around £17k on Members Community Grants which is anticipated to be available for Councillors and the community to support individuals suffering with loneliness, in accordance with the Council's objective of maintaining a great quality of life.
- 4.3 **Appendix A** includes a Minimum Revenue Provision (MRP) of £1m. This is a provision that the Council is required to make each year to cover the internal borrowing costs for the Arena (and other projects in later years) which will predominately be funded by the New Homes Bonus.
- 4.4 As documented at **Appendix B**, the financial position to date reflects a number of positive variances totalling £1.166m including additional income from planning applications (£420k), and treasury investment income (£273K); and reduced expenditure on staffing (£104k). There are several adverse variances totalling £462k. As previously reported reasons include £115k as the expected level of housing benefit overpayments recovered has reduced and bank commission charges of £60k due to delay in change of supplier.
- 4.5 **Appendix E** shows the quarter 2 position on the Special Expenses budget. There is a slight increase in the revised budget and projected spend due to agreed allocations from contingency for park improvements and Christmas lights on Melton Road. These projections are included in the overall £1.6k projected revenue efficiencies.

Capital Monitoring

- 4.6 The updated summary of the Capital Programme monitoring statement and funding position is shown at **Appendix C** as at 30 December 2019. **Appendix D** provides further details about the progress of the schemes, any necessary re-phasing and highlights efficiencies. The projected variance at this stage is £17.807m.
- 4.7 The original Capital Programme of £16.506m has been supplemented by a net brought forward and in-year adjustments of £8.795m giving a revised total of £25.301m. The net expenditure efficiency position of £17.807m is primarily due to the following:
- a) Bingham Leisure Hub £4.6m – spend not anticipated until 2020/21;
 - b) Cotgrave Phase 2 £1.03m – works to commence early 2020;
 - c) Crematorium £1.55m – due to planning delay;
 - d) Industrial Units Moorbridge £1.6m – due to planning delay;
 - e) Support for Registered Housing Providers £1,396m Schemes to commence 2020/21;
 - f) NCCC Loan £0.75m – NCCC have informed the Council the remaining balance is no longer required; and
 - g) Asset Investment Strategy £5.383m – currently not anticipated to utilise the balance of this funding although 2 schemes are pending completion in late 2019/20 and early 2020/21
- 4.8 The overall variance has a corresponding impact on the funding required for the programme and this is likely to mean that any borrowing requirement can be met from internal resources with no recourse to borrow externally this financial year.

4.9 **Conclusion**

The overall financial position for both revenue and capital is currently positive. Opportunities and challenges may still arise in the final quarter of the year that may impact on the projected year-end position. There remain external financial pressures from developing issues such as business rates retention, the fair funding review, comprehensive spending review and continued uncertainty surrounding BREXIT. Furthermore there are the Council's own challenges such as meeting its own environmental objectives. Against such a background, it is imperative that the Council continues to keep a tight control over its expenditure, identifies any impact from changing income streams and maintains progress against its Transformation Strategy.

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

There are no alternative options.

6 **Risk and Uncertainties**

- 6.1 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.
- 6.2 Areas such as income can be volatile responding to external pressures such as the general economic climate. For example, planning income is variable

according to the number and size of planning applications received dependent on factors such as business and housing growth.

- 6.3 Business rates is subject to specific risk given the volatile nature of the taxbase with a small number of properties accounting for a disproportionate amount of tax revenue, notably in Rushcliffe Ratcliffe-on-Soar power station. Furthermore, changes in central government policy influences business rates received and their timing, for example policy changes on small business rates relief. The Council is aware of the considerable amount of work being undertaken with regards to the Development Corporation and this will need resourcing with an earmarked reserve proposed to ensure sufficient financial resource is available.
- 6.4 The Council is committed to improving the environment and reducing its carbon footprint. Addressing such risks will require funding.
- 6.5 The Council needs to be properly insulated against such risks hence the need to ensure it has a sufficient level of reserves, as well as having the ability to use such reserves to support projects where there is 'upside risk' or there is a change in strategic direction.

7 Implications

7.1 Financial Implications

Financial implications are covered in the body of the report.

7.2 Legal Implications

None

7.3 Equalities Implications

None

7.4 Section 17 of the Crime and Disorder Act 1998 Implications

None

8 Link to Corporate Priorities

Quality of Life	The budget resources the corporate plan and therefore supports all of the Council's corporate priorities.
Efficient Services	
Sustainable Growth	
The Environment	

9. Recommendation

- 9.1 It is RECOMMENDED that Cabinet approve the attached report noting:

- a) the projected revenue position for the year with £0.906m of budget efficiencies; and
- b) the capital underspend of £17.807m as a result of both projects no longer proceeding and planned programme slippage; and
- c) the Special Expenses Quarter 3 Financial Position.

For more information contact:	Peter Linfield Executive Manager – Finance and Corporate Services 0115 914 8439 plinfield@rushcliffe.gov.uk
Background papers Available for Inspection:	Council 7 March 2019 – 2019-20 Budget and Financial Strategy; Cabinet 9 December 2019 – Revenue and Capital Budget Monitoring 2019/20 – Financial Update
List of appendices (if any):	Appendix A – Revenue Outturn Position 2019/20 – December 2019 Appendix B – Revenue Variance Explanations Appendix C – Capital Programme 2019/20 – December 2019 Position Appendix D – Capital Variance Explanations Appendix E – Special Expenses Quarter 3 Update

Revenue Outturn Position 2019/20 – December 2019

	Quarter 3			
	Original Budget £'000	Revised Budget £'000	Projected Actual £'000	Variance £'000
Communities	1,237	1,317	1,037	(280)
Finance & Corporate Services	4,660	4,708	4,757	49
Neighbourhoods	5,241	5,142	5,042	(100)
Transformation	1,687	1,776	1,555	(221)
Sub Total	12,824	12,943	12,391	(552)
Capital Accounting Reversals	(2,333)	(2,333)	(2,333)	0
Minimum Revenue Provision	1,000	1,000	1,000	0
Total Net Service Expenditure	11,491	11,610	11,058	(552)
Grant Income (including New Homes Bonus & rsg)	(1,935)	(1,825)	(1,804)	21
Business Rates (including SBRR)	(3,767)	(3,767)	(3,951)	(184)
Council Tax	(6,646)	(6,646)	(6,646)	0
Collection Fund Surplus	300	300	109	(191)
Total Funding	(12,048)	(11,938)	(12,292)	(354)
Surplus (-)/Deficit on Revenue Budget	(557)	(328)	(1,234)	(906)
Capital Expenditure financed from reserves	132	132	132	0
Net Transfer to (-)/from Reserves	(425)	(196)	(1,102)	(906)

Revenue Variance Explanations (over £10k)

ADVERSE VARIANCES in excess of £10,000	Projected Outturn Variance £'000
Communities	
Planning agency costs	17
Land Charges Income	54
Finance & Corporate Services	
Housing Benefits overpayments recovered	115
Bank Charges (card payments)	60
Election Fees	23
Business Rates - RV Finder	17
IT maintenance contracts	45
Neighbourhoods	
Glendale - management fee waived	22
Tanker Services Income	11
Hostel Rents - lower occupancy	15
Garage - Vehicle Repairs	20
Abbey Road- residual costs	28
Transformation	
Investment Property Income - delayed purchase	35
Total Adverse Variances	462

FAVOURABLE VARIANCES in excess of £10,000	Projected Outturn Variance £'000
Communities	
Development Control Planning Applications	-420
Planning Policy - contribution to post	-30
Finance	
Investment Income - increased balances and higher rate investments	-273
Staff vacancies	-14
Neighbourhoods	
Waste Collection and Recycling - sale of waste bins	-18
East Leake PFI	-40
Streetwise Contract	-39
NCC Recycling Credits	-20
Leisure Management Contract -17/18 Profit Share	-48
Fleet - sale of fuel left in tanks at Abbey Road	-14
Transformation	
Rental Income at Castle Donnington/Unit 10	-92
Moorbridge and lease surrender at the Point	-90
Staff Vacancies and Income from Secondment	-68
Total Favourable Variances	-1166
Sum of Minor Variances	152
TOTAL VARIANCE	-552

CAPITAL PROGRAMME MONITORING - DECEMBER 2019

EXPENDITURE SUMMARY			
	Current	Projected	Projected
	Budget	Actual	Variance
	£000	£000	£000
Transformation	13,611	3,731	(9,880)
Neighbourhoods	3,448	1,553	(1,895)
Communities	818	349	(469)
Finance & Corporate Services	7,329	1,861	(5,468)
Contingency	95	0	(95)
	25,301	7,494	(17,807)
FINANCING ANALYSIS			
Capital Receipts	(6,039)	(3,751)	2,288
Government Grants	(1,663)	(792)	871
Other Grants/Contributions	(489)	(489)	-
Use of Reserves	(481)	(116)	365
Borrowing	(16,629)	(2,346)	14,283
	(25,301)	(7,494)	17,807
NET EXPENDITURE	-	-	-

Capital Programme 2019/20 – December 2019 Position

CAPITAL PROGRAMME MONITORING - DEC 2019

	Original	Current	Budget	Actual	Projected		
	Budget	Budget	YTD	YTD	Actual	Variance	
	£000	£000	£000	£000	£000	£'000	
TRANSFORMATION							
Manvers Business Park Surface/Drain	60	60			60		Tenders back end Jan. Site works completion due early April.
Colliers Business Park Surface/Drain	30	30			30		Tenders back end Jan. Site works completion due early April.
Cotgrave Masterplan	-	1,646	1,235	987	1,046	(600)	Works continue to develop the Public Realm. Retentions to be released. Likely need to carry underspend forward to support Phase II
Cotgrave Phase 2	1,900	2,030	1,421	118	1,000	(1,030)	Works to commence Jan/Feb 2020. Full provision likely to be needed plus underspend from Masterplan, scheme will be completed in 2020/21.
Bingham Leisure Hub	5,000	5,000	484	288	400	(4,600)	Contract for design fees awarded. Projected actual for Stage 1. Detailed cost plans keep projected overall expenditure within the £20m budget.
Manvers Business Park Roof Refurbishment	100	200				(200)	Procurement 2019/20, works to follow 2020/21. Carry forward required.
Manvers Business Park Roller Shutters	100	100				(100)	Procurement 2019/20, works to follow 2020/21. Carry forward required.
Bridgford Park Public Toilets	25	25		2	25		Advanced fees. Out to tender. Works completed end March/early April.
The Point	-	26	18	1	26		Basement Car Park lighting complete. Cleaners store work completion in March.

CAPITAL PROGRAMME MONITORING - DEC 2019

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	Original	Current	Budget	Actual	Projected		
	Budget	Budget	YTD	YTD	Actual	Variance	
	£000	£000	£000	£000	£000	£'000	
Arena Car Park Enhancements	-	9			9		End of defects period inspection completed; remedial works being carried out with completion end Jan
Colliers Way Industrial Units	-	19		2	19		Connection of foul to public sewer: scheme out to tender; works to be completed by end March
Abbey Road Redevelopment	300	800	450	236	600	(200)	Professional fees and surveys to inform redevelopment/sale of the Depot site.
Fairham Pastures Industrial Units and Infrastructure	3,650						Industrial units not proceeding £1.150m returned to Asset Investment Strategy. £2.5m loan advance not now required so the whole of the provision has been removed.
RCCC Premises 2019/20	-	171		5	171		Tenders for work to new premises £171k. Budget adjustment of £71k approved. Costs offset by clawback from disposal of Police Station. Fountain Court works on site; completion early Feb.
Bingham Market Place Improvements	35	35			35		Design underway for tree works, lighting, and paving; procurement to follow.
Transport Safety Infrastructure	-	10	10	9	10		Works complete. Small saving.
The Crematorium	1,700	1,700		2	150	(1,550)	Planning approval obtained. Deposit for land January 2020, balance Feb 2020.
Industrial Units Moorbridge	1,750	1,750			150	(1,600)	Delay due to planning but scheme expected to proceed in Jan 2020 with a 9 month build. Carry forward required.
	14,650	13,611	3,618	1,650	3,731	(9,880)	

CAPITAL PROGRAMME MONITORING - DEC 2019

	Original	Current	Budget	Actual	Projected		
	Budget	Budget	YTD	YTD	Actual	Variance	
	£000	£000	£000	£000	£000	£'000	
NEIGHBOURHOODS							
Wheeled Bins	160	174	120	79	140	(34)	Acquisitions continue to supply new developments across the Borough. Any balance remaining at year end will be assessed for carry forward requirements.
Vehicle Replacement	200	200	180	179	179	(21)	32t Refuse Freighter bought, balance is uncommitted.
Support for Registered Housing Providers	250	1,396				(1,396)	£480k contribution committed for second phase garage sites to deliver 30 units of affordable housing. Start on site now anticipated early 2020/21.
Assistive Technology	12	12	12	12	12		Home alarm units for the vulnerable. Budget fully spent.
Discretionary Top Ups	57	57	43	10	25	(32)	One top-up grant released, potential underspend.
Disabled Facilities Grants	454	490	367	298	430	(60)	Original estimate increased to reflect BCF allocation. Expenditure is expected to stay within the provision. There is a potential underspend.
Hound Lodge Access Control System	25	25				(25)	Works to be procured in 2019/20; site works in 2020/21
Arena Enhancements	-	140	105	19	140		Enhancements to pre-swim undertaken.
Car Park Resurfacing	-	220				(220)	Design to commence shortly; procurement will follow; site work in 2020/21.
Car Park Improvements - Lighting WB	-	50			50		Design work nearing completion, procurement in Feb; completion on site early in 2020/21.

CAPITAL PROGRAMME MONITORING - DEC 2019

	Original	Current	Budget	Actual	Projected		
	Budget	Budget	YTD	YTD	Actual	Variance	
	£000	£000	£000	£000	£000	£'000	
Car Park Improvements - Lighting Other	-	110			110		Design work nearing completion, procurement in Feb; completion on site early in 2020/21.
CLC Changing Village Enhancements	-	15		1	15		To address urgent Health and Safety needs to poolside railings and seating - works completed, payments to be made.
BLC Improvements	-	267	190	135	160	(107)	£100k upgrade of Athletics Track complete. £35k for Bingham Fire Alarm partially paid. £25k for replacement pool filters (£10k of which for CLC) still to be done.
CLC Pool Handling Ventilation System	-	292	280	264	292		Works complete, penultimate payment certified; retention held for 12 months.
	1,158	3,448	1,297	997	1,553	(1,895)	
COMMUNITIES							
RCP Toilets and Educational Building	45	45				(45)	Scheme to be considered in line with 2020/21 Visitor Centre upgrade.
Capital Grant Funding	24	104	78	45	60	(44)	3 grants released £45k, 1 awaiting completion, 2 pending applications £30k, 1 application currently being assessed to come from balance available £14k.
RCP Vehicle Access Controls	15	15				(15)	Scheme to be considered in line with 2020/21 Visitor Centre upgrade.
The Hook Play Area	-	35	35	27	30	(5)	Works complete, final invoices to be processed. Saving anticipated.
Play Areas - Special Expense	50	100				(100)	Scheme proposed for Boundary Road bike track and ancillary works to be delivered in 2020/21.

CAPITAL PROGRAMME MONITORING - DEC 2019

	Original	Current	Budget	Actual	Projected		
	Budget	Budget	YTD	YTD	Actual	Variance	
	£000	£000	£000	£000	£000	£'000	
The Hook Skatepark	-	4	4	5	4		Works complete. Minor overspend.
West Park Fencing and Drainage	-	11			11		Tenders back end Jan. Site works completion due early April.
West Park Car Park Lighting	-	25			25		Design work nearing completion, procurement in Feb; completion on site early in 2020/21.
West Park Public Toilet Upgrade	-	20			20		Design work nearing completion, procurement in Feb; completion on site early in 2020/21.
West Park Julien Cahn Pavilion	-	40				(40)	Toilets and bar refurbishment - scheme to be designed, works in 2020/21.
Skateboard Parks	250	340	170	118	150	(190)	£150k committed to ROT, potential new allocation of £110k needed 2020/21 for RCP. Balance £80k unallocated.
Arena Public Art	-	25	25	24	24	(1)	Works complete and payment made.
Warm Homes on Prescription	54	54	40	10	25	(29)	Grants released for works to 5 properties. £18k approved by end of Q3.
	438	818	352	229	349	(469)	
FINANCE & CORPORATE SERVICES							
Information Systems Strategy	160	268	205	133	268		Acquisitions under the strategy continue to support business development.
NCCC Loan	-						A balance of loan available £750k to the Cricket Club no longer required. Approved for return to Asset Investment Strategy Cabinet 09.12.19.
Streetwise Loan 19/20	-	400	400	315	315	(85)	Further loan approval Cabinet 11.06.19 refers. £315k advanced.

CAPITAL PROGRAMME MONITORING - DEC 2019

Asset Investment Strategy

Original	Current	Budget	Actual	Projected		
Budget	Budget	YTD	YTD	Actual	Variance	
£000	£000	£000	£000	£000	£'000	
-	6,661			1,278	(5,383)	Potential to complete on one in 2019/20 (£1.278m) and one in 2020/21 (£2.471m). £750k returned to AIS from the NCCC loan as no longer required. Total unallocated becomes £2.912m.
160	7,329	605	448	1,861	(5,468)	
CONTINGENCY						
Contingency						
100	95				(95)	Provision to give flexibility to the capital programme. £95k available for allocation.
100	95				(95)	
TOTAL						
16,506	25,301	5,872	3,324	7,494	(17,807)	

Budget Monitoring for Special Expense Areas - Quarter 3

	2019/20 Original	2019/20 Revised	Actual to Q3	2019/20 Projections	Variance (Projection v Revised)	Reasons for variance
	£	£	£	£	£	
West Bridgford						
Parks & Playing Fields	390,100	409,900	295,961	403,800	(6,100)	Park Improvements -requested carry forward (General Contingency Allocation)
West Bridgford Town Centre	46,800	54,300	34,306	59,800	5,500	Melton road Christmas Lights - Allocation from contingency
Community Halls	99,300	98,800	91,994	97,800	(1,000)	
Seats & Litter Bins	300	300	0	300	0	
Contingency	14,700	0	0	0	0	Allocated to Parks and Playing Fields
Annuity Charges	81,800	81,800	40,900	81,800	0	
CCCO	50,000	50,000	25,000	50,000	0	
Total	683,000	695,100	488,161	693,500	(1,600)	
Keyworth						
Cemetery	4,200	4,200	1,733	4,200	0	
Total	4,200	4,200	1,733	4,200	0	
Ruddington						
Cemetery & Annuity Charges	9,100	9,100	6,245	9,100	0	
Total	9,100	9,100	6,245	9,100	0	
TOTAL SPECIAL EXPENSES	696,300	708,400	496,139	706,800	(1,600)	



Cabinet

Thursday, 10 March 2020

Asset Management Plan

Report of the Executive Manager - Transformation

Cabinet Portfolio Holder for Business and Transformation, Councillor A Edyvean

1. Purpose of report

- 1.1. The Council's property and land assets are of paramount importance in supporting the delivery of its services and sit at the centre of the organisation. The portfolio should support the Council's aims and objectives and be managed efficiently, effectively and economically.
- 1.2. The Council has a diverse portfolio, ranging from community assets such as community centres, parks and open space serving the residents of the Borough, through to commercial and investment property, providing income to the Council and accommodation for small local businesses.
- 1.3. An Asset Management Strategy seeks to align the asset portfolio with the needs of the organisation. The Council's corporate objectives express the aims and goals of the Council and the Strategy sets out at a high level how the land and building portfolio are aligned with this. The Strategy seeks to plan and manage property as a corporate resource for the benefit of the people of Rushcliffe.
- 1.4. Sitting under the Asset Management Strategy is the Asset Management Plan, which sets out the detail of how the Council manages its land and building assets over a five year period. The Asset Management Strategy and Plan will be presented to Council in June.
- 1.5. The Asset Management Strategy was considered by Governance Scrutiny Group on 3 December 2019 and it was resolved that:
 - a) The report and appendices are noted and any changes will be reviewed by Cabinet
 - b) The Group approved the structure set out to manage the Council's assets.

2. Recommendation

It is RECOMMENDED that Cabinet supports the Asset Management Strategy and recommends approval of the Plan by Council.

3. Reasons for Recommendation

- 3.1. It is good practice for the Council to have a current, live Asset Management Strategy to ensure good management of Council assets that are properly aligned with the Council's Corporate Strategy and Priorities.

4. Supporting Information

- 4.1. The aim of the Asset Management Strategy is to ensure the Council has the right property in the right place and is fit for purpose to meet current and future service needs and support the Council's medium/long term financial strategy.
- 4.2. It sets out how we will manage and maintain property effectively, efficiently and sustainably, together with optimising financial return and commercial opportunities and supporting and growing local business.
- 4.3. To use land and buildings to stimulate regeneration, growth and improvement to the local place and supporting and encouraging new business to the area. Also to promote partnership working, for joint benefits and securing efficiencies.
- 4.4. The Strategy also aligns the management of the asset portfolio across the organisation, considering individual service policies and strategies and ensuring a holistic and comprehensive 'one Council' approach.
- 4.5. Appendix A provides the Asset Management Strategy, showing the Council's aims and objectives and how the Council's assets are managed in this context.
- 4.6. Appendix B provides the Asset Management Action Plan for 2020-2024, a living document of tasks derived from delivery of the Asset Management Strategy. It is important to understand that this action plan will be flexible and the order and prioritisation of actions may change during the period, as the Council needs to react to any situations that may arise.
- 4.7. Appendix C provides the Action Plan for 2015-2019, demonstrating the achievements made through the Strategy over this period.

5. Alternative options considered and reasons for rejection

The alternative is not to have an agreed Asset Management Strategy, which is not good practice in aiming to align the Council's assets with the Corporate Strategy and Priorities.

6. Risks and Uncertainties

Ineffective management of the Council's property portfolio has negative implications and impacts for service delivery for residents, income generation, business support and growth, partner working and regeneration. This Strategy aims to mitigate these negative impacts to ensure a cohesive, 'one Council' embedded approach to managing the Council's assets.

7. Implications

7.1. Financial Implications

There are no direct financial implications from the report although asset management will give rise to both revenue and capital consequences whether actions require repair and maintenance or enhancement. These will be reflected in the Council's Medium Term Financial Strategy.

7.2. Legal Implications

There are no direct Legal Implications arising from this report, asset acquisition / disposal is subject to specific legal advice.

7.3. Equalities Implications

The Strategy aims to be fully inclusive, providing accessible services and buildings.

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

The Strategy provides a framework to ensure effective management of the Council's assets, which includes making sure assets are appropriate for their environment and managed effectively.

8. Link to Corporate Priorities

Quality of Life	Residents directly benefit from the effective management of a well maintained and efficient portfolio to enable effective service delivery to residents.
Efficient Services	As with Quality of Life, having well placed assets with their effective management enables services to be delivered to a high standard across the borough.
Sustainable Growth	Managing assets in the right place, effective partnership working and providing a support system for local business.
The Environment	Ensuring sustainable design in new assets and working to reduce the impact of existing assets on the environment.

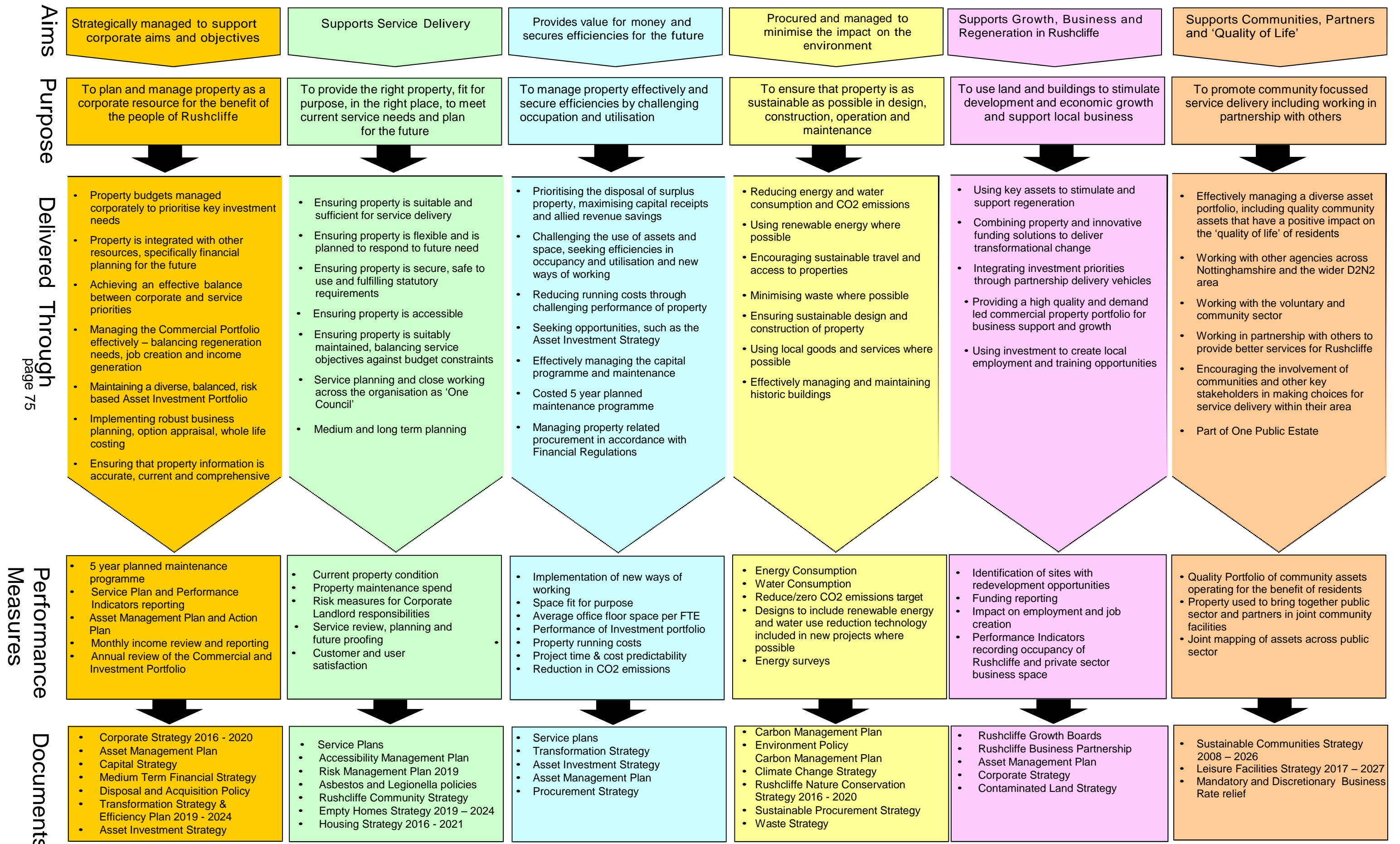
9. Recommendations

It is RECOMMENDED that Cabinet supports the Asset Management Strategy and recommends approval of the Plan by Council.

For more information contact:	Leanne Ashmore Executive Manager Transformation 0115 914 8578 lashmore@rushcliffe.gov.uk
Background papers available for Inspection:	None
List of appendices:	A Asset Management Strategy B Asset Management Action Plan 2020-2024 C Asset Management Action Plan 2015-2019

Rushcliffe Borough Council – Asset Management Strategy 2020-24

Our aim is to develop an effective, efficient and economic property portfolio which....



Asset Management Plan – Action Plan 2016 - 2019

	ACTIONS	PROGRESS
1	Bridgford Hall – complete refurbishment, secure tenants and generate increase in rent	Completed April 2017
2	Build new Council Offices and Leisure Centre in West Bridgford – linked to New Ways of Working and the Leisure Strategy	Completed December 2016
3	Civic Centre relocation and implementation of New Ways of Working	Completed December 2016
4	Civic Centre marketing and disposal for development	Completed March 2017
5	Depot – review existing asset and service delivery, giving consideration for relocation	R2Go relocated to Eastcroft May 2019. Streetwise relocated September 2019
6	Cotgrave Town Centre Regeneration Project – delivery of refurbished Shopping Precinct	Completed June 18
7	Cotgrave Town Centre Regeneration Project – delivery of new Multi Service Centre – providing shared accommodation for Health, Library, Customer Services, RCVS, Police	Completed November 2018
8	Cotgrave Town Centre Regeneration Project – delivery of new public realm, play area and car parking	Completed September 2019
9	Cotgrave Town Centre Regeneration Project – Phase 2	Progressing - Design, Planning and Tender plus marketing – c/f 2020
10	Develop and adopt Asset Investment Strategy	Completed
11	Town Centres Project – submit funding bid for WB Tudor Square improvements	Submitted and allocated Tier 2 Funding (no funding currently available)
12	Sharphill – manage Rushcliffe’s interest to maximise overage return	Negotiations completed, part overage payments received with further

		receipts expected as development progresses c/f 2020
13	RAF Newton – funding bid to Highways England for pedestrian footbridge over A46 linked with housing growth	Ongoing c/f 2020
14	Trees – undertake survey and following programme of works	Completed 16/17 New survey commissioned Oct 2019
15	Capital programme implementation	Completed 16/17, 17/18, 18/19 and ongoing for 19/20
16	Condition surveys	New 5 year planned maintenance programme being prepared 19/20
17	Wilford Village Cemetery – remap plots and renew policy	Completed
18	Review sub-station portfolio Deemed surplus to requirements, disposal to Western Power	Completed
19	Commercial and investment portfolio – maximise income	Ongoing
20	Cotgrave – secure external funding and develop new small employment units	Completed August 2017, fully let within 4 months
21	Leisure & Wellbeing Land at Bingham (Moorbridge Road) acquisition, part s106, part purchase from Crown Estate	Completed
22	Moorbridge Road, Bingham market for disposal to to promote business growth and new employment units for local businesses	Completed
23	Chapel Lane, Bingham – strategic land acquisition	Completed
24	Moorbridge Road, Bingham – buy 10 small employment units to add to investment portfolio	Progressing with Legal, estimated completion end 2020/early 2021 c/f 2020

25	Business growth promotion in Rushcliffe	New Growth Boards created. Ongoing c/f 2020
26	Bingham Masterplan	Ongoing – separate work stream c/f 2020
27	Commercialism workshop to review community assets and events	Completed
28	Arena car park extension and reconfiguration due to higher than expected demand for Leisure Centre	Completed, including new public footpath and 4 electric car charging points
29	Car park improvements at WB and Rushcliffe Country Park	Completed
30	RCCC Reception improvements in response to changes in ways of working	Plan cancelled due to Police serving notice to vacate
31	Wilford Village Cemetery Review to determine remaining plots available	Completed. Cemetery closed to new applications for burials and to new applications for cremations from March 2020
32	Land North of Bingham – explore opportunity to acquire to bring forward to develop to improve employment growth for the area	Decided not to pursue, as interest from the market to bring forward
33	Implement Leisure Strategy phase 2 – new Bingham Leisure Centre	Planning application in Final design & tender spec being prepared to go to tender c/f 2020
34	AIS asset acquisitions Investment Property purchased – Bardon 22, Coalville	Completed
35	AIS asset acquisitions Investment Property purchased – Finch Close, Lenton Lane	Completed
36	AIS asset acquisitions	Completed

	Investment Property purchased – 111 Trent Boulevard	
37	AIS asset acquisitions Investment Property purchased – 6F Boundary Court	Completed
38	AIS asset acquisitions Investment Property acquisition Edwalton	Progressing with Legal, due to complete June 2020
39	AIS asset acquisitions Investment Property acquisition Wollaton	Progressing with Legal, due to complete Spring 2020
40	RCCC relocation – find new premises and relocate by Aug 2020	c/f 2020
41	East Leake Library – new satellite base for contact centre	c/f 2020
42	Review of Lutterall Hall	c/f 2020
43	Consider business case for development of new office/serviced office for lease to small local businesses at Chapel Lane, Bingham	Progressing Design/Planning stage, awaiting costs c/f 2020
44	WB car park redevelopment as per Commissioners' Report	Cost appraisal and market commentary being completed c/f 2020
45	Abbey Road redevelopment – bring forward a high quality scheme with sustainable criteria.	Several bids received, working with preferred bidder to build 76 new homes to specified Design Code c/f 2020
46	New Crematorium, Stragglethorpe	Planning permission received on appeal. Report to due to go to Cabinet in December c/f 2020
47	Radcliffe on Trent village centre vibrancy review	Support through the Growth Board. Public realm scheme prepared, under consideration for match

		funding by the Parish Council c/f 2020
48	Review the future of The Barn in Keyworth	Ongoing c/f 2020
49	Bingham market review	New market manager appointed to inject new growth into the market – positive progression to date
50	Find new unit for Streetwise	Relocated Oct 2019
51	Review new Carbon Management Policy and align to asset base	Awaiting new Policy
51	Development Corporation – power station, partnership working across boundaries	Ongoing c/f 2020
53	Land and building assets – review all on a rolling programme, looking at suitability and cost.	Ongoing programme of review c/f 2020
54	Ownership database – continue to implement one central database, including data and mapping information for each asset	Phase 1 complete Phase 2 complete through OPE Phase 3 ongoing c/f 2020
55	Shared and partnership working - continue to explore opportunities	Open project c/f 2020

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Asset Management Plan – Action Plan 2020 - 2024

	ACTIONS	PROGRESS
1	Cotgrave Town Centre Regeneration Project – Phase 2	Progressing – planning permission, out to tender for construction
2	Trees Undertake survey, prepare and implement programme of works	New survey commissioned Dec 2019. Work plan will flow from results
3	Moorbridge Road, Bingham Buy 11 small employment units to add to investment portfolio and build access road to BTC playing fields to serve new long stay car park Application for external D2N2 funding due to poor ground conditions impacting on higher build cost	Progressing, estimated purchase date end 2020 early 2021 Road to be built to base course by July 2021 (latest) Application submitted March 2020
4	New Bingham Leisure Centre, Chapel Lane Implement Leisure Strategy phase 2	Design team appointed Planning application submitted Dec 2019 Finalising design and specification to go to tender
5	AIS asset acquisitions Two investment acquisitions at Edwalton Business Park	Progressing with Legal: Unit 1 due to complete in March 2020 Unit 3 due to complete in June 2020
6	AIS asset acquisitions Investment Property acquisition Trowell Road, Wollaton	Progressing with Legal, due to complete in spring 2020
7	Open new Customer Service Centre in West Bridgford and vacate the police station	Opened Feb 2020
8	Open new Customer Service Point in East Leake Library	Opened Feb 2020
9	Review Lutterall Hall	Public consultation completed Marketing with police completed

		Received expressions of interest to manage Cabinet 10 March 2020
10	New office/serviced office for lease to small local businesses at Chapel Lane, Bingham (adjacent to new Leisure Centre) SUDS funding bid submitted	Planning permission submitted Dec 2019 Finalising design and tender documents Aiming to complete Dec 2021
11	WB car park redevelopment as per Commissioners' Report	Cost and market appraisal being prepared
12	Abbey Road redevelopment – bring forward a high quality scheme via a developer to build 76 new homes to specified Design Code to sustainable criteria.	Several bids received after marketing, negotiations with preferred bidder, ongoing
13	New Crematorium, Stragglethorpe	Planning permission received on appeal. Cabinet approved to proceed Preparing to appoint Project Manager and Design Team Aiming for completion April 2022
14	Radcliffe on Trent village centre vibrancy review 1. Create public realm scheme 2. Prepare options for village centre for land adj Parish Council offices	Support through Growth Board Public realm scheme being considered by Parish Council for match funding Preparing village centre scheme
15	Review the future of The Barn in Keyworth	Discussing lease option with local group
16	Spinney Hill, Landmere Lane – consideration of future use since tenant terminated licence	Autumn 2020
17	Review new Carbon Management Policy and align to asset base	Awaiting new Policy to produce work flow
18	Hollygate Lane, Cotgrave (COT1 land) Sell site for housing development	Heads agreed, with legal to finalise contracts

19	VE 75 th Commemoration	Preparing a scheme
20	Health Centres – East Leake and Radcliffe on Trent With CCG and other partners	Ongoing
21	Allotments Agree new lease with Allotment Association and improvement works to Abbey Road allotments	Lease terms agreed Works due to complete by end March 2020

Ongoing Actions

22	Land and Building Assets – review all on a rolling programme, looking at suitability and cost. Dispose if declared surplus to requirements	Ongoing programme of review and disposal
23	Ownership Database – continue to implement project plan to create one central database, including data and mapping information for each asset	Phase 1 complete Phase 2 complete through OPE Phase 3 ongoing
24	Partnership working - continue to explore opportunities	Open project
25	Capital programme implementation	Delivery of projects live for 19/20
26	Condition surveys	New 5 year planned maintenance programme being prepared
27	Commercial portfolio – maximise income and business support	Ongoing
28	Asset Investment Strategy (AIS) – proactively manage the portfolio	Ongoing
29	Business growth promotion in Rushcliffe	Ongoing: Growth Boards Rushcliffe Business Partnership Retail
30	Bingham Masterplan	Bingham Masterplan Action Plan ongoing

31	Tudor Square, West Bridgford LEP funding bid submitted for infrastructure improvements	Insufficient funding available
32	Development Corporation – power station, partnership working across boundaries	Ongoing
33	Sharphill – manage Rushcliffe’s interest to maximise overage return	Negotiations completed, part overage payments received with further receipts expected as development progresses
34	RAF Newton Funding bid to Highways England for pedestrian footbridge over A46 linked with housing growth	Ongoing

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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