

Report of the Director – Finance and Corporate Services

1. Purpose of report

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

2. Recommendation

It is RECOMMENDED that the Corporate Overview Group scrutinises:

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

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

3. Reasons for Recommendation

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

4. Supporting Information

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

Revenue Outturn

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

Table 1: Revenue Outturn Position

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

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

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

Table 2 Main Items Impacting on the Current Revenue Budget

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

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

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

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

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

Carbon Reduction

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

Local Government Reorganisation

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

Simpler Recycling

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

Transformation and Efficiency Plan

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

Reserves

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

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

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

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

Specific Reserves

4.13 Commentary on earmarked reserves:

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

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

Revenue carry-forward requests and Reserve Commitments

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

Capital

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

Table 3 Capital Summary

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

The main underspends are as follows:

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

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

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

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

Financial Outturn Conclusion

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

Performance Monitoring – Corporate Strategy 2024-27

- 4.22 The Corporate Strategy 2024-27 was approved at Council on 7 December 2023. The four themes contained within the 2019-2023 Strategy have been

retained and The Environment will continue to be a major priority both in the medium and longer term. This is the second report of the new Strategy and performance will be monitored by theme to better show how corporate tasks and performance indicators for each of the four corporate priorities are progressing. We are approaching a mid-point in the Strategy and a refresh is planned for this year. This will provide a timely opportunity to align tasks with the emerging Local Government Reorganisation agenda announced by the Government in November 2024. The full corporate scorecard is in **Appendix G**.

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

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

The Environment

- 4.24 The Corporate Strategy 2024-27 pushes forward actions to improve the environment in Rushcliffe, with major investment made in large projects like Bingham Arena and Rushcliffe Oaks Crematorium. The Council has an ambitious target to achieve net-zero carbon emissions in its own operations by 2030 and much of the planned activity in the next four years will be focussed on this aim.

There are two strategic tasks progress comments are shown in the Annual Strategic Task Report.

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

Performance Highlights

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

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










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

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

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

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

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

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

Quality of Life

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

Performance Highlights

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










LINS51 Number of leisure centre users – public

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

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

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

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

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

Sustainable Growth

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

There are five strategic tasks, progress comments are shown in the Annual Strategic Task Report.

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

- **Support the delivery of the new employment sites and new homes, including meeting affordable housing targets, at key sites including Fairham, Gamston, RAF Newton and Bingham** – currently 40% progress
- **Develop and deliver an Economic Growth Strategy for the Borough** – the strategy has been adopted and the task is complete. Delivery will now fall under operational monitoring.

Performance Highlights

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

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

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

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

CS_LIDEG10a Priority 1 planning enforcement inspections carried out in target time

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










LINS24 Number of affordable homes delivered

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

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

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

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

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

Efficient Services

- 4.27 The Council strives to deliver services in the most efficient way. New ways of working and cost saving where possible will be sought during the four years of this Strategy.

There are three strategic tasks, progress comments are shown in the Annual Strategic Task Report.

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

Performance Highlights

LINS73b Income generated from parks, pitches and open spaces

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

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










LINS12 Average length of time for the approval of a DFG

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

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

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

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

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

5. Risks and Uncertainties

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

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

6. Implications

6.1. Financial Implications

Financial implications are covered in the body of the report.

6.2. Legal Implications

There are no direct legal implications arising from this report. It supports the delivery of a balanced budget.

6.3. Equalities Implications

There are no direct equalities implications arising from this report.

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

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

6.5. Biodiversity Net Gain

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

7. Link to Corporate Priorities

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

8. Recommendations

It is RECOMMENDED that the Corporate Overview Group scrutinises:

- a) the 2024/25 revenue position and efficiencies identified in **Table 1**, the variances in **Table 2** (and **Appendix A**)
- b) the changes to the earmarked reserves as set out at **Appendix B** along with the carry forwards and appropriations to reserves in **Appendix E**
- c) the capital carry forwards outlined in **Appendix C** and summarised in **Appendix F**
- d) the update on the Special Expenses outturn at paragraph 4.17 and in **Appendix D**, and
- e) performance exceptions (detailed in paragraphs 4.22 to 4.27) to judge whether further scrutiny is required.

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Background papers available for Inspection:	Council 7 March 2024 – 2024/25 Budget and Financial Strategy Cabinet 10 September 2024 – Revenue and Capital Budget Monitoring Q1 Cabinet 10 December 2024 – Revenue and Capital Budget Monitoring Q2 Cabinet 11 March 2025 – Revenue and Capital Budget Monitoring Q3
List of appendices:	Appendix A – Revenue Variance Explanations Appendix B – Movement in Reserves Appendix C – Capital Variance Explanations Appendix D – Special Expenses Position Appendix E – Carry forward and reserve commitments Appendix F – Summary Capital carry forwards Appendix G – Strategic Performance Scorecard