



Corporate Overview Group

Tuesday, 7 July 2020

The effect of Covid-19 on current performance levels

Report of the Executive Manager – Finance and Corporate Services

1. Purpose of report

- 1.1. In terms of performance monitoring, the Council's new year starts on 1 April. In advance of this date, each service area produces a service plan for the year containing both Corporate / Strategic and Operational Tasks and Performance Indicators; milestones and targets are set for the year.
- 1.2. In February / March 2020, the Coronavirus (Covid19) pandemic hit the UK and by 23 March the whole country was locked down. Whilst the Council has endeavoured, and in most cases succeeded, to keep all services operational, there will undoubtedly be impacts upon performance levels and what can be achieved this year.
- 1.3. The Corporate Overview Group is not due to receive quarter one performance information until September 2020. However, we are able to highlight the very early impacts of Covid19 on Council business. We hope that, this information, will support the Group to evaluate the Council's performance over the coming year.
- 1.4. The impact of Covid19 on the Council's finances has been reported to Cabinet (June 2020) and commentary covering the impact of Covid19 on risks is being prepared for the end of this month to be presented at the Governance Scrutiny Group alongside a revised Risk Management Strategy.

2. Recommendation

It is RECOMMENDED that the Corporate Overview Group:

- a) notes the information contained in this report
- b) considers whether any further scrutiny is appropriate at this stage.

3. Reasons for Recommendation

- 3.1. By providing members of the Corporate Overview Group with a detailed picture of the impact of Covid19 at this very early stage in the year, it is hoped that any concerns Councillors may have about the Council's performance can be allayed and that future monitoring of performance can be conducted against a background of understanding with evidence informing decision-making.

4. Supporting Information

Performance Indicators

- 4.1. Covid-19 has impacted upon the Council's performance in a number of different ways. Some of these impacts are short-term, for others it is not yet possible to anticipate what the long-term effect may be. To help Councillors understand what those impacts might be, to inform performance monitoring decisions throughout this year, **Appendix One** contains indicators from the corporate scorecard highlighting which of those officers believe will be affected in some way by Covid-19.
- 4.2. Out of the 57 indicators in the Corporate Scorecard, officers anticipate 36 will be impacted in some way by Covid19. A small number of positive impacts have been identified such as those relating to the take-up of the green bin scheme and air quality measures. Unfortunately, many more are at risk from an adverse impact as a result of Covid19. It is not possible to determine with any degree of certainty at this stage of the pandemic what the long-term effects will be on the Council's performance.
- 4.3. As targets were set by officers for these PIs before the start of the pandemic, it is felt that they may no longer be relevant or achievable this year. Equally, it is not possible to provide revised targets as the full extent of the impact on Covid-19 is unknown at present. It is proposed that targets for these indicators be removed from performance monitoring reports for this year. Comments against each of these indicators will be provided in each report to keep Councillors apprised of the situation.

Strategic Tasks

- 4.4. As well as impacting performance in key areas, Covid-19 has also impacted on the progress towards delivering strategic tasks over the first quarter of the year – some of these effects may also be long term. **Appendix Two** provides an update on tasks.
- 4.5. Out of the 17 tasks currently in the Council's Strategic Action Plan, four have already been completed. In terms of the remaining 13, two will definitely be impacted by Covid19 (delivery of events and the Council's Financial Strategy) and a further six have the potential to be impacted by Covid19 although it is too early to say to what extent that impact will be.

Additional Tasks undertaken as a result of Covid19

- 4.6. As a result of Covid19, the Council has needed to perform a number of additional tasks that it did not envisage undertaking at the beginning of the year. Many of these have been undertaken at very short notice with limited preparation time, guidance and support. These have taken a significant proportion of officer time to deliver and, in recent months, have, in many

cases, been seen as a higher priority than many of the tasks officers expected to be doing this year. These tasks include:

- Leading the Council through Response and Recovery
- Retail, Leisure and Hospitality Relief, and Childcare Relief
- Small Business Grants / Retail, Hospitality and Leisure Grants
- Rescheduling payment plans
- Discretionary Business Grants
- Additional Housing Benefit / Council Tax Support claims
- Supporting Vulnerable People in the Borough
- Supporting an entire workforce to work from home
- Setting up virtual meetings and investigating hybrid meetings
- Supporting new ways of working at Eastcroft Depot
- Provide support, guidance and enforcement where appropriate to food and takeaway establishments
- Local outbreak control planning including contact tracing
- Supporting town centres to reopen safely and successfully
- Support to local businesses
- Housing all homeless people within the Borough
- Additional HR support for managers and employees
- Additional Health and Safety work

4.7. The need to undertake these tasks in order to respond to the situation, safeguard our residents and support local businesses has taken precedence over many development tasks that were planned for the first quarter of the year. The impact of these activities can be seen on the performance data and strategic tasks updates contained in Appendix One and Appendix Two; fuller details about these tasks are provided in **Appendix Three**.

5. Risks and Uncertainties

5.1. There are no direct risks associated with the content of this report; However, the Covid-19 situation remains volatile and officers maintain a watching brief on performance affected by the pandemic.

6. Implications

6.1. Financial Implications

6.1.1. The financial impact of the Covid 19 pandemic was reported to Cabinet in June 2020. The main issues affecting the budget position are maintenance of the leisure centres and loss of fees and charges in addition to reduced collection rates for Business Rates and Council Tax. The budget gap is expected to be at least £2.87m (£1.64m net of government funding).

6.1.2. A budget report will be presented to Council in September which will detail the options available to manage the financial situation over the medium term.

6.2. Legal Implications

6.2.1. There are no direct legal implications.

6.3. Equalities Implications

6.3.1. There are no equalities implications from this report.

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

6.4.1. There are no section 17 implications arising from this report.

7. Link to Corporate Priorities

Quality of Life	Covid19 is undoubtedly impacting upon all of the Council's Corporate Priorities. This report aims to help Councillors understand what those impacts are, how serious, and what mitigating action officers are taking.
Efficient Services	
Sustainable Growth	
The Environment	

8. Recommendations

It is RECOMMENDED that the Corporate Overview Group:

- a) notes the information contained in this report
- b) considers whether any further scrutiny is appropriate at this stage.

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Background papers available for Inspection:	
List of appendices:	Appendix One – Table listing Covid-19 affected Performance Indicators Appendix Two – Impact of Covid-19 on the delivery of Strategic Tasks Appendix Three – List of Additional Tasks the Council has delivered as a result of Covid-19

Appendix One

This appendix contains the performance measures on the Council's Corporate Scorecard. Officers have considered which indicators either have been or are likely to be affected by Covid19. These have been highlighted in yellow. It is proposed to provide an update on these indicators through performance monitoring reports this year but to remove the targets set at the beginning of the year before Covid19 became a consideration. These means that they will not repeatedly show as performance exceptions which is not felt to be helpful under the circumstances.

The below tables show current performance (for the first two months of this year – April and May 2020) and officers have provided comments to explain the position and how performance has been affected.

Communities Performance Indicators 2020/21

Performance Indicator	Target 2020/21	Current Performance (April and May 2020)	Comment	
LICO66	Percentage usage of community facilities	50%	0%	Community facilities currently closed due to Covid19 – outdoor facilities being reviewed currently. No clear indication from central government yet about the future reopening of indoor community facilities. Difficult to determine what the year end position might be with regard to this indicator at this stage of the year.
LICO68a	Income from community buildings	Contextual	£0	Likely to be significant reduction in income in line with reduced usage.
LICO68b	Income from parks/pitches	Contextual	£0	
LICO60a	Contributions received as a percentage of current developer contributions	Contextual	34.25%	Contributions may be impacted by possible slowdown in delivery of sites. Furthermore, Government are encouraging Local Planning Authorities to be flexible with payment deadlines for CIL.
LICO73	Area of new employment floorspace built	Contextual	0	Covid19 likely to have impact on development of employment land due to decline in demand and due to businesses reviewing their requirements post Covid19.

Performance Indicator		Target 2020/21	Current Performance (April and May 2020)	Comment
LICO74	Number of Neighbourhood Plans adopted	Contextual	0	Changes to legislation have precluded any referenda on Neighbourhood Plans being held until May 2021. This has delayed the referendum on the Colston Bassett Neighbourhood Plan and may delay others through the course of the year. Neighbourhood Plans cannot be adopted until the community has had a chance to vote on the Plan.
LICO72	Number of new homes built	Contextual	-	Possible slowdown in delivery, sites initially shut down due to Covid19. Any impact on housing market moving forward could also influence delivery of new homes in the Borough.
LICO75	Percentage of homes built on allocated sites at key rural settlements	Contextual	-	
LICO76	Percentage of new homes built against the target within the Local Plan	Contextual	-	
LICO77	Number of new trees planted and/or area of new tree coverage	3000	-	No Covid19 impact anticipated.
LICO41	Percentage of householder planning applications processed within target times	85%	84.7%	Some delays may be incurred in dealing with applications, including any difficulties that might be encountered in undertaking site visits and some delays in receipt of responses from consultees due to Covid19. Performance levels not yet significantly affected.
LICO42	Percentage of major applications dealt with in 13 weeks or agreed period (10 or more houses)	70%	100%	
LICO42a	Percentage of non-major applications dealt with in 8 weeks or agreed period	80%	91.25%	
LICO45	Percentage of planning applicants satisfied with the service received (resident's survey)	No survey	-	Indicator not due.
LICO46a	Percentage of appeals allowed against total number of Major planning applications determined by the authority	10%	10%	Covid19 has delayed the processing of appeals by PINS (Planning Inspectorate for England and Wales) for reasons which include the suspension of site visits by Inspectors. These have now resumed and it is not expected that there will be a long term impact of Covid19 in this area.
LICO60	Percentage of appeals allowed against total number of Non-Major planning applications determined by the authority	10%	0%	
LICO60b	Value of future developer contributions to infrastructure funding	Contextual	£46,990,000	No impact from Covid19 anticipated at this time.
LICO71	Supply of ready to develop housing sites	Contextual	-	Sites all allocated in Local Plan, no impact from Covid19.

Finance and Corporate Services Performance Indicators 2020/21

Performance Indicator		Target 2020/21	Current Performance (April and May 2020)	Comment
LIFCS15	Value of savings achieved by the Transformation Strategy against the programme	£0.253m	-	Target includes additional income from revised Lex Leisure contract and income from anticipated property investment which will now not go ahead – savings currently not likely to be achieved stand at £103k
LIFCS20	Percentage of Council Tax collected in year	99.2%	19.61%	Performance in the first two months of the year is low against last year's performance of 20.59% (£16,233 lower). Year end position is difficult to predict at this point as it is unknown how long Covid19 will impact upon residents.
LIFCS21	Percentage of Business Rates collected in year	99.2%	26.07 %	Exactly the same as last year's performance in percentage terms but a loss of £2,147,193 in monetary value. Like LIFCS20, it is difficult to predict whether this indicator will meet its year end target at this point.
LIFCS 22a	Average number of days to process a new housing benefit claim	15 days	18 days	Time taken to process new claims has been affected by a large number of additional and unexpected claims – approximately 250 additional claims in 12 weeks. The team have been working overtime and processing new claims over standard jobs to ensure residents receive the support they need. New claims have been reducing in recent weeks and the team are hopeful that over the course of the year performance can be brought back within target times.
LIFCS 22c	Average number of days to process a new council tax reduction claim	20 days	18 days	
LIFCS10	Percentage of invoices paid within terms	98.0%	-	No impact on performance expected as a result of Covid19
LIFCS 22b	Average number of days to process a change in circumstances to a housing benefit claim	6 days	2 days	No impact on performance expected as a result of Covid19. Time taken slightly longer than usual but well within target times.
LIFCS 22d	Average number of days to process a change in circumstances to council tax reduction claim	6 days	2 days	
LIFCS24	Percentage of housing and council tax benefit claims processed right first time	95%	-	No impact on performance expected as a result of Covid19. Quarterly performance measure.

Performance Indicator		Target 2020/21	Current Performance (April and May 2020)	Comment
LIFCS50	Number of complaints received by the council at initial stage	Contextual	6	No impact on performance expected as a result of Covid19. Exactly the same as last year.
LIFCS40	Combined number of Social Media followers	Contextual	18,741	No impact on performance expected as a result of Covid19.
LIFCS52	Percentage of complaints responded to within target times	95%	100%	No impact on performance expected as a result of Covid19.
LIFCS56	Percentage of users satisfied with the Council's website	85%	-	Indicator not due.
LIFCS23	Percentage of customers satisfied with the service received from Revenue and Benefits Services	95%	-	Indicator not due.
LIFCS49	Percentage of residents satisfied with the service the Council provides	No Survey	-	Indicator not due.
LIFCS16	Percentage of residents believing the Council provides value for money	No Survey	-	Indicator not due.

Neighbourhoods Performance Indicators 2020/21

Performance Indicator		Target 2020/21	Current Performance (April and May 2020)	Comment
LINS14	Average monthly NOx level for Air Quality Management Areas in the Borough (against the National Air Quality Standard).	40µg/m ³	-	Possible positive impact of Covid19. Increase of better air quality levels anticipated due to reduction in traffic volumes following strict Lockdown in April and May with partial Lockdown following in June.
LINS15	Percentage of Food Establishments achieving a hygiene rating of 4 or 5	90%	0%	Current performance levels would suggest this indicator will not be met. The majority of food businesses in the Borough are shut and the Food Standards Agency (FSA) has suspended the requirement to inspect for the time being. It is likely that fewer inspections will take place this year, but it is still anticipated that 90% of food establishments in the Borough will meet the standards set.

Performance Indicator		Target 2020/21	Current Performance (April and May 2020)	Comment
LINS37	Number of domestic burglaries per 1000 households	10.0	-	Unfortunately, crime is on the rise nationally and, despite the local work the Council does with local partners, this is reflected in the Rushcliffe crime statistics. At the present time, the Police are focusing on additional Covid19 related workloads and our local community safety officer is unable to carry out many of the awareness raising and preventative works she normally does. It is not possible to ascertain, at this point of the pandemic, what the long term effects may be on reported crime figures in the Borough.
LINS38	Number of robberies per 1000 population	0.30	-	
LINS39	Number of vehicle crimes per 1000 population	5.0	-	
LINS18	Percentage of household waste reused, recycled or composted	50%	53.10%	The Lockdown imposed to slow the spread of Covid19 in March 2020 has seen an increase in waste collected from residential properties. There have been increases in both residual and recyclable wastes – as such these balance each other out in terms of this indicator. The increased percentage is down to higher green waste tonnages collected due to people spending more free time at home gardening and higher than normal glass recycling collections which are likely due to the closure of pubs and restaurants. It is anticipated that this higher than predicted level of performance will continue for the foreseeable future but may level out before the year end.
LINS21a	Percentage of eligible households taking up the green waste collection service in RBC area	72%	-	Despite a price increase this year, take up of the green waste service has increased – likely in response to Household Waste and Recycling Centres (tips) being closed during the Lockdown and more people turning to garden maintenance whilst at home also during the Lockdown. Performance likely to exceed target as a result of Covid19.
LINS23	Kg of residual waste collected per household	460kg	86.03	If kgs collected in the first two months remain the same for the rest of the year, the outturn figure is likely to be in the region of 520kgs. This is a result of

Performance Indicator		Target 2020/21	Current Performance (April and May 2020)	Comment
				more residents staying at home during the Lockdown. Interestingly, the overall picture is likely to drop as very little waste is being created or collected from business premises, the majority of which have been closed during the Lockdown – overall waste tonnages have not increased but the distribution between trade waste and household waste has.
LINS01	Percentage of streets passing clean streets inspection	97.5%	-	Street cleansing and regular inspections were initially suspended as part of the Council's focus on keeping essential services operational. As non-essential services have been brought back online, Streetwise has found it difficult to restart a full mechanical sweeping schedule due to the volume of parked cars in residential areas. Work is now getting back to normal levels and it is not expected that a long-term impact in this area will be felt.
LINS06	Cumulative number of fly tipping cases (against cumulative monthly comparison for last year)	A Reduction	-	Despite the Household Waste and Recycling Centres (tips) being closed during Lockdown and fly-tipping in other areas rising exponentially, Rushcliffe saw a drop in flytipping cases during the first two months of this year when compare against previous figures. Activity in June is increasing and officers will be investigating flytips where evidence is found.
LINS50	Percentage of users satisfied with leisure centre visit	90%	No data	All leisure centres were closed in March before the start of this year. At the present time they remain closed and as such there are no leisure centre users to count or to survey regarding satisfaction. It is not yet clear when leisure centres may reopen but it is unlikely that all pursuits will be available, and capacity will be restricted by social distancing measures. Leisure centre users may also be reluctant to return to the centres over fears of infection. These indicators are likely to be affected by Covid19 but it is not yet clear to what extent.
LINS51	Number of leisure centre users	1,476,546	0	

Performance Indicator		Target 2020/21	Current Performance (April and May 2020)	Comment
LINS24	Number of affordable homes delivered	100	0	Many building sites were closed at the start of the Lockdown period with staff furloughed and supplier have to source. Work has now resumed in most areas but there is likely to be shortfall in the number of affordable homes delivered this year – it is not yet clear by what extent.
LINS25	Number of households living in temporary accommodation (end of quarter)	10	-	In the first two months of the year (currently the height of Covid19 in the UK), the Borough had nine households living in temporary accommodation. Unfortunately, this number is likely to rise when possession orders begin to be processed through the courts as a result of those out of work during the pandemic being unable to maintain key payments such as those for rent or mortgage. It is not possible to predict the extent of this increase but additional provisions are being made locally.
LINS26a	Number of homeless applications made	20	2	The number of applications made in the first two months of the year is low – perhaps unexpectedly low in the circumstances. As is the number of successful preventions undertaken. However, it is possible that a sharp rise in this area could be seen as a result of Covid19 if other factors come into play – including high numbers of S21 repossessions.
LINS29a	Number of successful homelessness preventions undertaken	150	14	
LINS31a	Percentage of priority applicants rehoused within 26 weeks of their application	60%	83%	Target reduced by 10% (from 70% to 60%) at the start of the year in anticipation of difficulties in this area but these have not materialised yet. Officers continue to monitor the situation closely.
LINS32	Average waiting time of applicant rehoused by Choice Based Lettings (weeks)	50wks	29 weeks	Annual target should be achieved based on current performance levels. Will be affected if there is a large influx of eligible applicants as a result of Covid19.
LINS19a	Number of household waste (residual, dry and garden) missed twice or more in a 3 month period	35	-	Waste crews are working their regular rounds and the team is currently working at normal capacity. At this stage performance in this area is not expected to be affected by Covid19.

Performance Indicator		Target 2020/21	Current Performance (April and May 2020)	Comment
LINS17	Percentage of residents satisfied with the refuse and recycling service (corporate survey)	No survey due	-	Indicator not due.
LINS02	Percentage of residents satisfied with the cleanliness of streets within the borough (corporate survey)	No survey due	-	Indicator not due.
LINS05	Percentage of residents satisfied with the cleanliness and appearance of parks and open spaces (corporate survey)	No survey due	-	Indicator not due.

Transformation Performance Indicators 2020/21

Performance Indicator		Target 2020/21	Current Performance (April and May 2020)	Comment
LITR03a	Percentage increase in self-service transactions	3%	-	Current performance down on previous performance and against target. On investigation, the two main areas of reduction are registering to vote (elections this year postponed) and reporting problems around the Borough (people are out and about less). There has not been a significant enough rise in other forms of online transactions (making payments / applying for grants or benefits) to balance out this drop. It is not yet clear whether performance in this area will pick up through the year.
LITR09	Percentage of customer face to face enquiries to RCSC responded to within 10 minutes	85%	0%	Indicator not relevant in the current circumstances – face to face enquiries at the Rushcliffe Customer Services Centre were suspended during Lockdown. They were reinstated in early June at Fountain Court on an appointment only basis two days a week – current demand sees 2 customers per day – the majority of tasks can be undertaken electronically or

Performance Indicator	Target 2020/21	Current Performance (April and May 2020)	Comment	
			on the telephone. Availability will be increased in line with demand. Opening contact points across the Borough is more difficult as all share premises with other community facilities such as libraries and medical centres – we are not in control of when these will open or widen their services.	
LITR35	Percentage of Growth Deal money drawn down and allocated	100%	-	Ability to access this funding is dependent on project build criteria being reached (ready to start on site at Chapel Lane). The funding is still available but currently only until the end of March 2021.
LITR12	Percentage of council owned industrial units occupied (based on 34 units)	96%	-	No current impact on this indicator as a result of Covid19. However, local businesses have been supported by a variety of grants through the Lockdown and are now just starting to return to operational status. However, it is not at all clear what the long-term effects of the current situation will be on local businesses or if any further periods of local Lockdown will exacerbate this problem.
LITR13	Level of income generated through letting property owned by but not occupied by the Council (<i>Industrial Sites, Land Holdings, Investment Properties, Office Accommodation</i>)	£1.5m	-	Not anticipated to hit target this year due to the increased likelihood of tenants defaulting upon payments or if agreed rent holidays become longer-term rent-free periods. The full extent of this impact will not be known until later in the year when businesses are able become operational again.
LITR36	Percentage of new homes at the Land North of Bingham completed		-	Possible slowdown in delivery, building sites initially shut down due to Covid19. Any impact on housing market moving forward could also influence delivery of new homes in the Borough.
LITR01	Percentage of customers satisfied with service received from RCSC	95%	-	Monitoring continues but will not be comparable with previous years as service model has changed. No negative impact expected as a result of Covid19.

Performance Indicator		Target 2020/21	Current Performance (April and May 2020)	Comment
LITR02a	Percentage of customer telephone enquiries to RCSC responded to within 40 seconds (no cumulative)	65%	73%	Call numbers are slightly lower than normal over the first two months of the year and this has resulted in performance levels being maintained and even improved upon. As residents return to more normal levels of activity, call volumes may increase which could have an impact on the number answered within a target time of 40 seconds.
LITR04	Percentage of residents satisfied with the variety of ways they can contact the Council	No survey due	-	Indicator not due.
LITR11b	Percentage of telephone enquiries to RCSC resolved at first point of contact	87%	93%	A slight increase on last year's performance (90%) at this point in the year. Telephone services have been fully maintained throughout the Lockdown with the majority of advisors working from home in line with Government advice.

Strategic Tasks

The Council's Corporate Strategy Action Plan contains seventeen strategic tasks which are monitored by the Corporate Overview Group on a quarterly basis. An update on how each task has been or could be impacted by Covid19 has been provided below:

Quality of Life	
Develop the Chapel Lane site in Bingham including a new leisure centre, community hall and office space by 2022	A Cabinet decision was taken in June 2020 to delegate the decision for proceeding with a tender to build on the Chapel Lane site in Bingham to Executive Manager Communities in consultation with the Cabinet Member for Business and Transformation. A further report to seek approval for any phasing of the build, the procurement timetable and to appoint a construction contractor will be taken to Cabinet in due course. The overall timetable has not been impacted by Covid19 at this stage but consideration is being given to the justification for building additional office space and whether this will be required after Covid19 has been suppressed due to the changes Covid19 has brought about in terms of working arrangements.
Support the continued development of existing local growth boards for Radcliffe on Trent, Bingham, East Leake and West Bridgford; and create a new board for Fairham	Meetings planned for March and April were cancelled due to Covid19. However, virtual meetings for all local growth boards are planned for June and July. These will focus on the local impacts of Covid19 and recovery plans for the areas. There is not anticipated to be a long-term impact of Covid19 on the operation of the Growth Boards.
Review the Council's community facilities to ensure they meet the community need and contribute to the Council's property portfolio	A review of Lutterell Hall was carried out during 2019/20. There have been some delays in implementing the recommendations of that review, but these are expected to be short term. The Communities Scrutiny Group reviewed Community Facilities in West Bridgford in January 2020. Further work to look at community facilities across the Borough is taking place as is an investigation into a potential community facility in Edwalton. There is not anticipated to be a long-term impact of Covid19 on the review of community facilities.
Facilitate the development of a new Crematorium in the Borough by 2022	Work progressing on a tender for the Crematorium and a further report is being taken to Cabinet in July. Any delays in the programme to date are expected to be caught up with before the target end date.
Deliver a targeted events and health development programme across the Borough (Rushcliffe Roots and the Rushcliffe Clinical Commissioning Group)	As a result of Covid19, all planned events until end of August have been cancelled. The next scheduled event would be the Sunday Funday in September; however, this is currently being reviewed and is likely to be cancelled. Beyond this, the next scheduled event would be the Celebrating Rushcliffe Awards in November. It is difficult, at this stage, to predict how and when future events could be held as the Covid19 situation is still so fluid.
Efficient Services	
Relocate our R2Go service and Streetwise Environmental Ltd	This work has been completed with both services now operationally up and running from new sites at Eastcroft Depot (R2go) and Bingham (Streetwise).
Include digital principles in our communications and ways of undertaking business	This is a long-term project to increase the number of ways in which residents can interact with the Council as well as improving internal processes by exploiting technology. The early part of the year has seen the Council's website

	achieving the new European standards for accessibility. Whilst planned projects are on hold due to Covid19, a number of ad hoc alterations employing technology have been implemented as a direct result of Covid19 to enable more work to be done remotely by officers and for residents to continue to access the services they need during the pandemic.
Relocate the Rushcliffe Community Contact Centre in West Bridgford	This work has been completed with the Rushcliffe Community Contact Centre operational from Fountain Court in West Bridgford.
Deliver our Medium Term Financial Strategy and Corporate Strategy	Covid19 has, and will continue to have an, impact on this strategic tasks in a significant way. The Lockdown closed all of the Council's leisure centres, and fees and charges income has significantly reduced (including car park charging which has been suspended and community facilities which have been closed). Due to the uncertainty of the impact of coming out of Lockdown, the Council expects to have a budget deficit of between £1.6m to £2.6m. The budgetary position is being reported monthly to Cabinet given the ongoing uncertainty and a revised budget is being prepared for Council in September.
Sustainable Development	
Support the ongoing delivery of 13,150 new homes and securing a 5-year land supply as detailed in the Rushcliffe Local Plan	Possible slowdown in delivery, sites initially shut down due to Covid19. Any impact on housing market moving forward could also influence delivery of new homes in the Borough.
Support the delivery of employment land on all six strategic sites in Rushcliffe and other sites allocated through the Local Plan	Covid19 likely to have impact on development of employment land due to decline in demand and due to businesses reviewing their requirements post Covid19.
Support the delivery of improved transport infrastructure potentially including the A46, A52 and A453 corridors	Any slowdown in delivery of housing on strategic/allocated sites due to Covid19 could have implications for associated funding coming forward through the Memorandum of Understanding to assist in delivery of improvements along the A52 corridor. Central Government have allocated funding for infrastructure improvements as a result of Covid19 and it has been widely publicised in the press that this will include a 4 th Trent crossing linking Lady Bay with the new developments in the City.
Review the Asset Management Plan	A review of the Asset Management Plan was undertaken and reported to Governance Scrutiny Group in December 2019. The Plan has been considered at Cabinet and will be going before Council on 16 July 2020.
Support the delivery of affordable housing in the Borough, working with developers, providers and private landlords	The affordable housing target for 2020/21 is 100 units. This is based upon build-out projections of sites with planning permission prior to Covid19. The pandemic is likely to have an adverse effect on the housing market which could result in a delay in the build of these sites in the short to medium term. However, the Council has recently received initial enquiries to develop 100% affordable homes sites (in response to the slowdown) on two S106 sites (East Leake and Radcliffe On Trent) which could provide more affordable housing in the longer term.
The Environment	
Refresh our carbon management plan and establish a carbon neutral target	The Carbon Management Plan was approved by Cabinet in March 2020 and a carbon neutral target set. Officers are looking at the Action Plan appended to the main document,

	<p>particularly in terms of timescales, to understand the impact of Covid19 on the Council's aspirations in this area. It is unlikely that any negative effects will be long lasting. The Council is also looking to capitalise on the positive effects of Lockdown such as less car usage which appear to have had an encouraging effect on the local environment.</p>
<p>Respond to any proposals from the Resources and Waste Strategy for England</p>	<p>It is unclear, at present, how Covid19 and any central government financial restrictions may impact on this significant piece of work which included changes to refuse collection services (such as a separate food waste collection service) and the introduction of a new Deposit Return Scheme to encourage further recycling.</p>
<p>Along with other councils across Nottinghamshire, lobby central government to introduce tougher building standards for new houses, through building regulations or planning regulations, to encourage developers to deliver sustainable homes</p>	<p>This task has a long term goal of March 2022, and, as such, is currently unhindered by Covid19.</p>

New Tasks undertaken as a result of Covid-19

A significant number of additional tasks have been carried out (and in some cases work continues) by officers over the last three months as a direct result of Covid19. These have been treated as a priority in many cases and have drawn officers away from planned activities and day-to-day tasks. This will undoubtedly have an impact on the Council's performance this year and as a result it is considered important that members of the Corporate Overview Group have a full understanding of what tasks have been undertaken.

Leading the Council through Response and Recovery

As with all emergencies, the Council works within the Local Resilience Forum (LRF) operating structure. This is a multiagency process with a Strategic Coordinating Group (SCG), Tactical Coordinating Group (TCG) and multiple Sub Groups bringing together representatives from many different agencies such as all councils, the Police, Fire and Rescue, local Clinical Commissioning Groups, local hospitals and other organisations depending upon the emergency. Officers represented the Council on both SCG and TCG as well as the Following Sub Groups: Local Authorities Cell, Humanitarian Aid Cell, Finance Cell, Logistics Cell, and Communications Cell. In the early part of the lockdown, these groups met virtually every day to respond to the emergency (these meetings have in many cases now scaled down to once a week). The Council is now entering the Recovery phase of emergency planning but the general structure remains the same with both SCG, TCG and some of the abovementioned cells still operating; additional cells include Economy Cell, Public Realm Cell, Data and Intelligence Cell, Transport and Infrastructure Cell, Health and Care Cell, and expanding the Humanitarian Aid Cell to include Community Action.

As well as working across the county, there has also been significant response and recovery working taking place within the Council itself. Initially a Tactical Management Team was set up to undertake additional work connected to the crisis including managing staff absences, keeping frontline services operational, redeploying staff where required to support the delivery of frontline services (such as waste collection services), redeploying staff to manage new tasks created by the crisis (such as the administration of grants), creating guidelines and advice for staff shielding and those managing home school as well as work, creating and managing the Council's support to vulnerable residents, ensuring the health and safety of all staff and considering initiatives for staff wellbeing and welfare to ensure social isolation is limited, staff are kept informed and the positive news stories are shared. This group involved seven officers and was operational for 14 weeks.

The Covid Tactical Management Team was replaced as the Council moved into the recovery phase of the situation with an Internal Recovery Group able to draw upon the skills of seventeen officers representing the Council's different sites, different levels of management, frontline staff, communications, specialist teams such as facilities and safety, and the unions. This group continues to monitor staff wellbeing

and sickness, as well as the need to redeploy staff to maintain frontline services but has also been responsible for taking the actions necessary to make all Council sites Covid-secure. It continues to meet on a regular basis.

The Internal Recovery Group has been joined by an External Recovery Group comprised of seven officers to focus on getting the Borough back up and running as Lockdown restrictions are lifted. This group is focusing on the economic recovery of Rushcliffe, including support to businesses to reopen in line with Government guidelines, looking at ways to harness the community engagement that has been created as a response to the pandemic, and exploiting the environmental gains that have been made during the Lockdown so that these can be maintained moving forward.

Retail, Leisure and Hospitality, and Childcare Relief

Amendments to the existing relief scheme were announced as part of the budget in March 2020 to award a “business rates holiday” to properties with certain usage types. This had to be actioned and rebilled prior to calling the first Direct Debit instalments which were due on 01/04/2020 to avoid unnecessary hardship to businesses as we would be collecting money that ultimately was not due. We had to check on the usage details of all properties to match against the Government’s criteria, mark the account as eligible and rebill all affected parties.

Delivery of these schemes has involved officers from the Revenues Team, Economic Development Team, IT Team and Financial Services Team as well as a group of officers redeployed from other roles to assist. Turnaround was usually around 6 working days. To date, this scheme has benefitted 571 properties and over £10.5m of relief has been awarded.

Small Business Grants / Retail, Hospitality and Leisure Grants

Businesses and individuals liable for business rates and receiving Small Business Rates Relief were entitled to a £10,000 grant. A list of eligible parties from our billing system was extracted and an online form was created to enable businesses to claim the grant. A list of potential applicants was generated and passed to a colleagues across the authority to contact the eligible parties and give them the details of how to apply.

This scheme has been run in parallel with the Small Business Grants fund. Eligible parties where the property is in use for a specific purpose are entitled to a grant of either £10,000 or £25,000 depending on their rateable value.

The first payments for all of both of these grant schemes were made at the start of April. Delivery of these schemes has involved officers from the Revenues Team, Economic Development Team, IT Team and Financial Services Team as well as a group of officers redeployed from other roles to assist. Currently, 1,170 Small Business Grants totalling £11.7m have been paid out with a further £5.7m on 336 grants under the Retail, Hospitality and Leisure scheme.

Rescheduling payment plans

As a result of financial hardship created by the Covid situation. Council Tax payers that have been falling behind with payments have been offered alternative payment schemes and have been advised about the eligibility criteria for Council Tax Support if their income has dropped. Over two months, 2,500 payments have been rescheduled. This work has been undertaken by Revenues officers.

Discretionary Business Grants

In the last few weeks, a fund of £972k has been allocated to award to businesses in the Borough that could not access the grants mentioned above. As a discretionary scheme, local criteria were developed in conjunction with the majority of other Nottinghamshire authorities. The scheme went live on 1 June 2020. Each case has to be assessed on an individual basis taking into account their costs and loss of income. A cross-section team with members from Finance, Accountancy, Community Development, Elections and Planning Policy has been created to administer this scheme.

Currently, 120 businesses have applied and £50k in discretionary grants have been awarded.

Additional Housing Benefit / Council Tax Support claims

Between 16 March and 14 June 2020, the Council received 537 claims for either Housing Benefit and/or Council Tax Support, this compares with the equivalent 13-week period last year where 305 claims were received. During this period, officers in the Benefits Team have processed 41 Housing Benefit claims and 536 Council Tax Support claims. In addition, 5,020 requests for information have been received from the Department of Works and Pensions regarding checks on various aspects of existing Universal Credit claims, for the comparative period last year we received 1,734.

This type of work is difficult to undertake without a considerable amount of training. Therefore, it has all fallen to officers in the Benefits Team who have been working overtime to ensure that residents have the support they need during these difficult financial times. Development tasks and normal day-to-day activities that could be delayed have been to free up additional capacity within the team.

Supporting Vulnerable People in the Borough

In mid-March, the Government announced that people over 70 and those with additional medical needs should 'shield' themselves at home for at least 12 weeks. All councils in Nottinghamshire agreed to use the County Council call centre as a single point of contact, making good use of available resources, the adult social services team at the County Council and to ensure that all residents in the County received that same level of support. Rushcliffe was quick to identify vulnerable people in the borough using data from systems such as assisted collection lists (information from Refuse Collection), Disabled Facilities Grants awarded (information from Environmental Health), benefit claimants over 70 (information from Benefits

system), those registered on our Council Tax System as disabled or severely mentally impaired (information from Council Tax System). Overall, 4,551 vulnerable residents were identified. These residents were sent a letter outlining the support that was available from the Community Hub. This included the contact details for the County Council and a list of help that vulnerable residents could access including help with access to food and medicines, dog walking, befriending activities and additional support with care needs.

Since April, 92 requests for support from residents in Rushcliffe have been received by the Community Hub. These residents are called by a team constructed from redeployed officers from Community Development, Economic Growth and Performance to talk over how the Borough Council can support these residents. In 41 cases this has led to the delivery of food parcels to meet an immediate need. In the majority of cases, officers made contact with local community groups and volunteers to meet the needs of vulnerable residents on a local level.

As Lockdown restrictions begin to be lifted, demand is dropping off in this area. However, the officers are still regularly calling residents in the Hub on a social basis to ensure they are still OK and to offer assistance as part of the Council's Reach Rushcliffe scheme.

Supporting an entire workforce to work from home

On 16 March, the Prime Minister asked the country to work at home where they were able to do so. The majority of office-based staff at the Council had been working remotely a day to two a week since moving to Rushcliffe Arena in 2017. There was an immediate need for the IT Team to ensure all staff that needed to could work remotely. There was also the need to adapt some systems and processes so that they too could be accessed remotely rather than within the office environment. The initial remote working period also saw an increase in IT service desk calls as people adapted to their new working environment. The IT Team were pivotal in successfully enabling the Council to easily transition the workforce to be completely remote from the office.

Following the initial operational demand, the IT Team increased resource and time allocated to an existing project to launch MS Teams ahead of schedule. This has provided a much-enhanced virtual meetings environment for internal meetings.

Setting up virtual meetings and investigating hybrid meetings

Additional time and resource were also invested in assessing the most appropriate virtual meetings platform for meetings involving Councillors and members of the public. Zoom was selected and officers from the IT Team as well as Democratic Services worked together to learn an entirely new platform and provide workable solution and guidelines to replicate Council meeting in a virtual forum. This system has also been used to bring together Growth Boards, the Business Partnership and the Borough's Town and Parish Councils enabling business to continue in as normal a fashion as possible. The IT Team are now investigating the technicalities of providing a hybrid solution where some meeting participants can be in a single physical location with others joining the meeting virtually. As well as the Council's

physical meeting places (the Council Chamber) not being set up to deliver this service, the technology required to make this happen does not yet exist.

Supporting new ways of working at Eastcroft Depot

Whilst office based staff immediately moved to work remotely, some services such as those staff working out of the Eastcroft depot needed to be physically present. New ways of working needed to be quickly developed to ensure essential frontline services such as waste and recycling were maintained. These new ways of working have been continually reviewed and revised as industry specific advice has been issued. These have included new social distancing measures both within the depot environment and whilst out on site, as well as the need to reduce the number of staff in vehicles where practical. These changes, together with the redeployment of officers from our Community Facilities, Elections and Environmental Health teams, have enabled Rushcliffe to maintain the full level of services normally delivered and achieved recognition by our residents about the essential work these workers were able to continue to provide.

Provide support, guidance and enforcement where appropriate to food and takeaway establishments

With the immediate closure of all food and drink establishments within the Borough in late March, our Environmental Health team have remained on hand to offer support and guidance to a number of small businesses in how to change their offer from their normal in-house sit-down restaurant activities to allow for some form of takeaway offer. Guidance and visits were carried out to ensure any purchase was not consumed on site and that compliance was taking place in regard to social distancing measures and licensing regulations. As a result, a small number of fixed penalty notices were issued to some businesses that continued to fail to comply. The Environmental Health team have also been patrolling the Borough to ensure that businesses are respecting the closure orders.

Local outbreak control planning including contact tracing

In recent weeks, the Environmental Health team has also been involved in the development of a local Covid19 outbreak control plan leading a county-wide task and finish group on an a local outbreak in leisure settings across the County.

Supporting town centres to reopen safely and successfully

As non-essential business reopened from 15 June, Council officers from Environmental Health and Economic Growth teams have been patrolling town centres to support both businesses to reopen and to ensure residents feel safe and are abiding by the rules in place for their safety. This work has been both proactive and reactive (in response to a complaint). Visits have also been undertaken with Nottinghamshire County Council Highways team to explore opportunities for changes to the public realm to support queuing and the need for social distancing. Additional communication has taken place to provide assurance to the public about going back out into the town centre including showcasing some businesses that have implemented all the necessary Covid secure measures.

Support to local businesses

The Council's Economic Growth team has contacted local business to provide support and advice throughout the pandemic. This has included webinars about managing the business through lockdown, furloughing staff and making the business premises Covid-secure before staff returned to work. In addition, the Property team have been in regular contact with all Council tenants and offered rent holidays by agreement where necessary.

Housing all homeless people within the Borough

Taking a joined-up approach with both Nottingham City and Nottinghamshire County councils as well as all district councils, Rushcliffe worked as part of the Housing Sub Group to tackle the issue of housing and homelessness in response to the pandemic. This including applying for, and gaining, additional funding to support temporary accommodation as well as providing further accommodation requirements for those suffering from increased levels of domestic violence.

Additional HR support for managers and employees

The nature of the Lockdown has led to the majority of employees working remotely. The impacts of Covid19 on aspect of employee conditions such as the taking of annual leave, starting or ending a contract, and general recruitment have been varied. Amendments have been made to existing policies to reflect the current situation and new guidance notes to support managers and employees with some of these policy changes have needed to be created. HR were key to supporting the implementation of the furlough scheme for 24 employees. Officers in HR have also been key to supporting managers with sickness reporting, wellbeing checks and protecting valuable elements of the Council's culture that could be under threat during a crisis.

Additional Health and Safety work

The rapid pace of change has placed a considerable strain on the Council's part-time Health and Safety officer (additional assistance has been provided by Environmental Health). New risk assessments for Council owned buildings and assets, as well as work processes, have been created. Rapidly changing regulations and advice from central government have made this task especially difficult. There has been an increased need for Personal Protective Equipment across a variety of roles – sourcing this in the early days of lockdown was especially difficult. Keeping staff informed and reassuring those in externally facing roles has been particularly important and time consuming. As well as making sure those out in the community are safe, there has also been an increased need to check up with staff working remotely (in some cases for the first time or without the correct at-home set up) to ensure their physical and emotional wellbeing is protected.