

When telephoning, please ask for: Member Services
Direct dial 0115 914 8481
Email memberservices@rushliffe.gov.uk

Our reference:
Your reference:
Date: 1 February 2016

To all Members of the Council

Dear Councillor

A meeting of the CABINET will be held on Tuesday 9 February 2016 at 7.00 pm in the Council Chamber, Civic Centre, Pavilion Road, West Bridgford to consider the following items of business.

Yours sincerely



Service Manager Corporate Governance

AGENDA

1. Apologies for absence.
2. Declarations of Interest.
3. Minutes of the Meeting held on Tuesday 12 January 2016 are attached (pages 1 - 2).

Key Decisions

4. See Item 10.

Non Key Decisions

5. Bridgford Hall Procurement

The report of the Executive Manager – Operations and Transformation is attached (pages 3 - 6).

6. Draft Corporate Strategy 2016-2020

The report of the Chief Executive is attached (pages 7 - 17).

7. Edwalton Golf Courses

The report of the Chief Executive will follow.

Budget and Policy Framework Items

8. Budget and Financial Strategy

The report of the Interim Executive Manager – Financial and Commercial will follow.

Matters referred from Scrutiny

None.

9. Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012

It is RECOMMENDED that the public be excluded from the meeting for consideration of the following item of business pursuant to Regulation 4 (2) of the above Regulations on the grounds that it is likely that exempt information may be disclosed as defined in paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972.

10. Land North of Bingham

The report of the Executive Manager – Operations and Transformation is attached (pages 18 - 22).

Membership

Chairman: Councillor J N Clarke

Vice-Chairman: Councillor S J Robinson

Councillors: R L Butler, J E Cottee, N C Lawrence, D J Mason

Meeting Room Guidance

Fire Alarm Evacuation: in the event of an alarm sounding please evacuate the building using the nearest fire exit, normally through the Council Chamber. You should assemble in the Nottingham Forest car park adjacent to the main gates.

Toilets are located opposite Committee Room 2.

Mobile Phones: For the benefit of others please ensure that your mobile phone is switched off whilst you are in the meeting.

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

**MINUTES
OF THE MEETING OF THE
CABINET
TUESDAY 12 JANUARY 2016**

Held At 7.00pm in the Council Chamber, Civic Centre, Pavilion Road, West Bridgford

PRESENT:

Councillors J N Clarke (Chairman), R L Butler, J E Cottee, D J Mason,
S J Robinson

ALSO IN ATTENDANCE:

Councillor A MacInnes.

OFFICERS PRESENT:

A Graham	Chief Executive
R Caddy	Interim Service Manager – Finance and Commercial
P Horsfield	Monitoring Officer
P Linfield	Interim Executive Manager – Finance and Commercial
D Mitchell	Executive Manager - Communities
V Nightingale	Constitutional Services Officer
A Poole	Constitutional Services Team Leader

APOLOGIES FOR ABSENCE:

Councillors N C Lawrence

39. Declarations of Interest

There were none declared.

40. Minutes

The minutes of the meeting held on Tuesday 8 December 2015 were approved as a correct record and signed by the Chairman.

41. Expansion to the Leisure Management Contract with Parkwood Leisure Ltd to include the Management of the New Arena

Councillor Cottee presented a report which outlined the proposal to extend the management contract with Parkwood Leisure Limited by a further three years. The contract would also include the new arrangements for the Arena site, which would open in 2017, and the closure of Rushcliffe Leisure Centre. He stated that there would be no redundancies as the staff from Rushcliffe Leisure Centre would transfer to the Arena site.

With regard to the closure of Rushcliffe Leisure Centre and the re-opening of the Arena site he stated that there would be a £32,000 saving in year one which would increase to £262,000 per annum in years two to nine, which equated to an overall saving of circa £2.25 million. He stated that these savings were expected from running a new purpose built facility with associated energy efficiencies and income generating opportunities. It was noted that all fixtures and fittings for the new gym and kitchen catering areas

would be purchased by Parkwood Leisure Ltd and then vested to the Council at the end of the Contract.

In support Councillor Clarke stated that he welcomed the proposal as this would enable the project to move forward.

RESOLVED that:

- a) The proposal put forward by Parkwood Leisure Ltd to establish a new contractual arrangement for the Council's leisure management contract covering the management of the new Rushcliffe Arena be accepted.
- b) A three year extension to the current leisure management contract with Parkwood Leisure Limited to August 2025 be agreed.
- c) The Chief Executive be authorised to agree the final details of the contract variation following discussion with both the Finance and Communities portfolio holders.

42. **Discretionary Rate Relief 2016/17**

Councillor Robinson presented a report which outlined the Council's revised Discretionary Rate Relief Policy. He stated that, in accordance with legislation, the Council could award relief to eligible National Non Domestic Ratepayers and that appendix one of the policy explained the various categories, including Small Business Rate Relief, Rural Rate Relief, etc.

With regard to Appendix 1 he informed Members that there were two minor amendments; in paragraph four the sentence 'On the 1 April 2016, the relief scheme will revert to a maximum 50% reduction.' will be replaced with 'From 1 April 2016 this is anticipated to remain but is subject to annual review as part of the Government's annual financial settlement with Councils.' The second amendment is that title 2 should read Empty Property Rate Relief.

The Policy explained the application process and that these would be determined by the Section 151 Officer in conjunction with the Cabinet Portfolio Holder for Finance.

Councillor Robinson felt that this policy would encourage economic development by assisting small businesses to move forward. However, he reminded Members that any relief would affect the Council's financial position.

Councillor Mason queried paragraph 4.2 of the report which related to the Authorities that would be affected, especially the Police. She was informed that although the Police was a precepting Authority it was funded by the Home Office.

RESOLVED that Cabinet approves the revised scheme for 2016/17-2018/19 as shown in Appendix A.

The meeting closed at 7.10 pm.

CHAIRMAN

Report of the Executive Manager – Operations and Transformation

Cabinet Portfolio Holder Councillor S J Robinson

1. Summary

- 1.1 Following previous reports to Cabinet the Bridgford Hall project has progressed through detailed design and planning. The purpose of this report is to provide information about the procurement of the building contractor for the Bridgford Hall redevelopment, and to seek confirmation to proceed with the appointment of the preferred contractor.

2. Recommendation

It is RECOMMENDED that:

- a) Contractor A is appointed to undertake the construction works for the Bridgford Hall project.
- b) The capital programme allocation for Bridgford Hall is increased by £200k from £2.122m to £2.322m to reflect the increase in contract price.
- c) The Chief Executive is asked to undertake a value engineering exercise with contractor A to secure the most cost effective price for the works.
- d) The Chief Executive submits a request to the Heritage Lottery Fund to seek further funding along the existing apportionment split (65 percent Heritage Lottery Fund : 35 percent Rushcliffe Borough Council).

3. Reasons for Recommendation

- 3.1. In September 2015, a number of contractors were invited to take part in a pre-qualification process for the procurement of the Bridgford Hall construction contract. Five contractors were then invited to submit formal tenders. Two compliant tenders were received on 8 January 2016.
- 3.2. Each tender return was scored against further predetermined criteria and the pricing structure assessed. Contractors were asked to provide a price for a compliant 51 week programme but were also invited to submit a variant price for their most economical programme. Only contractor A submitted a variant bid. Both contractors attended interviews to clarify matters within their tender returns.
- 3.3. The evaluation process has identified contractor A as the preferred contractor with a price of £2.27m against £2.75m for contractor B, and a quality score of

47 out of 50 against contractor B's 27 out of 50. See **appendix 1**. In addition there is £106k of professional fees allocated to the delivery stage of the project.

- 3.4. A value engineering exercise has been undertaken with contractor A and it is anticipated that around £100k of value engineering can be secured to reduce the contract price. This work is underway to confirm the contract price.

4. Supporting Information

- 4.1. The cost plan prepared for the scheme was overseen by external cost consultants and the Heritage Lottery Fund. The current upturn in the construction industry coupled with shortages in skills and supplies has led to prices coming in over pre-tender estimates.
- 4.2. To meet the programme to ensure that the Registry Office is back in situ from 1 April 2017 and the aparthotel is then operating (leases agreed from 1 April 2017), the contract price needs to be agreed and let by mid-February. If the Council cannot confirm the programme and the return of the Registry Office for the 2017 wedding season it is at risk of losing the Registry Office for a further year.
- 4.3. This would have a further knock-on effect for the Council's revenue budget – £60k income from the Hall is profiled for 2017/18 rising to £115k in 2018/19.

5. Other Options Considered

- 5.1. Other options for the Hall were considered previously in the Cabinet report of 1 July 2014. There are no further options available to pursue and the increase in the tender prices are indicative of the current market.

6. Finance

- 6.1. In accordance with financial regulations unforeseen capital expenditure resulting in a variation in excess of £100k should be reported to Cabinet. Whilst this relates to expenditure in 2016/7, being transparent it is recommended that this is agreed by Cabinet as the contract will be let in 2015/16. The scheme spend will again be approved by Full Council accompanying the 2016/17 Medium Term Financial Strategy.
- 6.2. Based on Rushcliffe's contribution it gives a rate of return of 7% (on previous estimates this was 11%).

7. Legal

- 7.1. There are no legal implications.

8. Corporate Priorities

- 8.1. This scheme is part of the Council's strategic task of maximising its property assets. It also supports the corporate priority of supporting economic prosperity in the Borough.

For more information contact:	Name: Katherine Marriott Job title: Executive Manager - Transformation and Operations 0115 914 8291 email kmariott@rushcliffe.gov.uk
Background papers Available for Inspection:	June 2012 – Exploring future opportunities for Bridgford Hall and Park Lodge December 2012 – Bridgford Hall results of soft market testing and next steps
List of appendices (if any):	Tender Evaluation Score

Appendix 1

Ref	Description	Contractor A Compliant bid	Contractor A Variant bid	Contractor B Compliant Bid
	PRICE and programme	£2,287, 777 51 week programme	£2,271,649 47 week programme	£2,748,797 51 week programme
1.0	Method statement and proposed team			
1.1	Key site team, roles and responsibilities and CV's	4.75	4.75	2.75
1.2	Proposed team structure, sub-contractors and experience, in house work	5	5	1.75
1.3	Method and approach	9	9	6
2.0	Experience, References and Resources			
2.1	Three heritage projects undertaken by the proposed team of a similar nature	20	20	10
3.0	Work Programme			
3.1	Construction programme demonstrating understanding of the proposed works	4.5	4.5	4
4.0	Key Risks			
4.1	Identify any risks applicable to this project and mitigation	3.75	3.75	2.25
	Qualitative scoring total	47	47	26.75

Report of the Chief Executive

Cabinet Portfolio Holder Councillor J N Clarke

1. Summary

- 1.1. The Council's current Corporate Strategy 2012-2016 is due to expire on 31 March 2016. The Corporate Strategy 2016-2020 has been drafted and is attached at **Appendix One** for consideration.
- 1.2. The Corporate Strategy highlights the work undertaken by the Council over the course of the previous Strategy and outlines what the Council aims to achieve over the coming four year period. This provides a clear strategic direction for the Council and a benchmark against which progress towards the Council's stated goals can be monitored.
- 1.3. A decision is required whether the new Strategy meets the needs of the Council and whether Cabinet should recommend the Strategy is adopted at the next Council meeting.

2. Recommendation

It is RECOMMENDED that Cabinet considers the Corporate Strategy 2016-2020 and recommends it to Council for endorsement and publication.

3. Reasons for Recommendation

- 3.1. The current Corporate Strategy expires at the end of March 2016. Significant progress has been made towards the goals outlined in that Strategy and an updated, more forward looking strategy is required to guide the future direction of the Council.

4. Supporting Information

- 4.1. The current Corporate Strategy was published in March 2012. The Strategy contained 9 strategic tasks based upon three corporate priorities for improvement.
- 4.2. The 2012-2016 Strategy has come to a conclusion and as such a new Strategy has been developed to reflect the Council's key priorities over the next four years. The process of developing these new key priorities reflects the significant progress made against delivery of previous objectives. Work to ensure the legacy of these achievements continues is central to the way the Council delivers its services.

- 4.3. The Corporate Strategy 2016-2020 continues to focus on the three themes identified in the 2012-2016 Strategy – our economy, our residents and our Council. The Council has made significant progress in each of these areas but feel that there is still much that it can do to benefit the community and the Borough. In this Strategy, the economy theme covers six separate tasks demonstrating our commitment to this area of development. There are three tasks under each of the other two themes. In a change to previous strategies, many of the tasks in this Strategy involve working with or influencing other partners to achieve significant goals that we would be unable to attain working in isolation. These twelve strategic tasks are also supported by measures and targets to monitor progress towards our goals.
- 4.4. The Corporate Strategy links to the Council's Medium Term Financial Plan and the internally focused Transformation Strategy. As a result, some of the details in this draft Corporate Strategy may need to change after Cabinet, and potentially Council, on the basis that the Council's budget for next year is not yet set.
- 4.5. The Corporate Strategy is monitored quarterly by the Performance Management Board. Members of the Board will scrutinise progress towards completing the twelve strategic tasks and monitor performance through a basket of corporate performance indicators which include those contained within the Corporate Strategy. They have the opportunity to request further information or investigation where progress or performance does not appear to be sufficient to reach the targets set or deliver the community outcomes desired.

5. Implications

5.1. Finance

The budget (the Council's Medium Term financial Strategy) resources the Corporate Strategy so the Council can achieve its objectives. The budget is also on this agenda to be approved by Full Council to enable delivery of the Corporate Strategy going forward.

5.2. Legal

There are no legal issues arising from this report.

5.3. Corporate Priorities

The Corporate Strategy sets out the corporate priorities for the next four years as well as reporting upon progress towards the priorities set out in the previous year.

5.4. Other Implications

None

For more information contact:	Charlotte Caven-Atack Performance, Reputation and Constitutional Services 0115 914 8278 email ccaven-atack@rushcliffe.gov.uk
Background papers Available for Inspection:	None
List of appendices (if any):	Appendix One – Draft Corporate Strategy 2016-2020

Welcome to Rushcliffe -

Great place, Great lifestyle and Great sport

Rushcliffe continues to be a fantastic place to live and work – and that's not just our opinion. The Borough is consistently named in the top 10 best places to live in England and Wales (Halifax Quality of Life Survey). We have also been named the 5th best rural place to live in England and Wales (Halifax Rural Living Survey) and Bingham, on our eastern edge, has been awarded the accolade of being the best place in England and Wales to raise children by Family Investments. Our population is growing, our young people are performing well at school and business is most definitely booming. We are so pleased that you continue to want to live and work in our beautiful Borough.

We work hard each and every day to ensure Rushcliffe continues to be the place you want to call home. Every four years we look back at what we set out to achieve; what you, our residents need and what you think about the Council. We take account of what's happening nationally and try to look ahead predicting what the Borough needs moving forward over the next four years. This document encapsulates that process and sets out what we plan to focus on over the next four years to the date of our forward looking 2020 vision statement. There is a collective sense of responsibility between Councillors and staff to deliver 'what's right for Rushcliffe' and all decisions are made in accordance with our guiding principles – providing community leadership, delivering focused quality services which meet our customers' expectations, and recognising and promoting diversity.

Funding provided by Central Government to local councils continues to decline. Despite this, we have continued to keep Council Tax levels low whilst delivering efficiencies throughout the organisation. From 2011/12 to 2015/16, the Council's net budget has reduced from £13.5m to £10.2m (and by 2016/17 we anticipate this to be £9.6m, at the time of writing). This represents a 29% reduction in the Council's net budget. With lower returns on our financial investments and increasing costs, we predict we will need to have saved a further £1.4m by 2020. To do

this without impacting on the services we know you value, we developed a Transformation Strategy to plan out where savings could be made, when and how. Over the last few years we have become ever-more imaginative in the ways we reduce expenditure, generate income, or change how we provide a service – you can read more about what we have been up to later in this document. Thankfully, we are doing well, with £4.5m already saved (since 2011/12) – that's over 40% of our 2016 net budget.

We have spent the last four years trying to protect the services that matter to residents and find innovative new ways of providing those that play such an important role in keeping the Borough a wonderful place to live and work. Without a limitless budget the Council is constrained. We have needed to change the way we fund services – with some incurring a charge by the user and in other areas seeking external funding to do what needs to be done. We have been working more closely with our partners and treading new ground in collaborative working and service delivery. We are also focusing on the growth of the Borough, in terms of housing, business and employment, as we see this as the best path to a sustainable future for the Borough. We are weathering the storm and, as a result, becoming a more robust, dynamic organisation, providing business-like efficiency whilst retaining public service principles, prepared to take a calculated risk, invest in the future and look forward to brighter days ahead.



Allen Graham
Allen Graham
Chief Executive
Rushcliffe Borough
Council



Neil Clarke
Neil Clarke
Leader of the Council
Rushcliffe Borough
Council

Key Achievements

2012 - 2016

- Excellent resident satisfaction
 - 90% of residents satisfied with Rushcliffe as a place to live
 - 76% of residents satisfied with the way the Council runs things
 - 65% of residents feel the Council provides value for money
- 10th best place to live and the 5th best rural place to live (Halifax), and best place to raise children (Family Investments)
- Approved our local plan after nearly 15 years of consultation and negotiation with local communities, housing suppliers and national government – now we can build houses where it makes sense in our local area
- Established Streetwise Enterprises to take care of our grounds maintenance and street cleaning functions – after two years of operation it's already hiring more local people and turning a profit which is being reinvested in the company
- Launched the YouNG project to develop the work-readiness skills of young people in our Borough providing work experience and real-life training
- Staff survey shows xx% of Rushcliffe staff are happy to 'go the extra mile'

Between 2012 and 2016, we focused our attention and resources on three priority areas:

- Supporting economic growth to ensure a sustainable, prosperous and thriving local economy
- Maintaining and enhancing our residents' quality of life
- Transforming the Council to enable the delivery of efficient high quality services

Actions undertaken by the Council helped to deliver

real change for our residents in these areas.

Here are some of our successes:

In December 2014, and after years of hard work, we finally adopted the Rushcliffe Core Strategy: Local Plan. The Local Plan determines what gets built in the Borough and makes sure that the infrastructure, such as transport links, shops, school and medical facilities, is in place to support the 13,150 new homes and 20 hectares of employment sites across the Borough. The Local Plan provides development guidance for the next 14 years and will ensure development takes place in a sensitive and sustainable way.

Our regeneration scheme for Cotgrave is progressing well with the first few homes on the old colliery site already inhabited. David Wilson and Barrett Homes are building 470 homes off Hollygate Lane and working closely with Cotgrave Country Park to maintain green spaces in the area. To breathe new life into the town centre and shopping precinct, we have bought the properties in this area to make regeneration easier to manage. In late 2015 a consultation event was held within the local community to share our plans for the town centre, and resident and business owners' views are being taken into account in the planning phases.



The Council decided to invest a further £2.5m into Cotgrave taking its total regeneration investment to over £3.5m in the town. In addition the Council has secured £7m of external funding for Cotgrave town centre and colliery site taking the total amount to over £10.5m. To increase the viability of the town we will be increasing employment sites in the locality with the construction of business units on brownfield land off Colliers Way. It is hoped these will be available for rent in 2017. The Cotgrave regeneration is a long term project and it is expected to run throughout the term of the next Corporate Strategy.

As a Borough, Rushcliffe prides itself on being 'open for business' – we are lucky to have a number of large businesses in our area, such as E-On and Lafarge, but in a bid to encourage a larger number of small businesses to make Rushcliffe their home we held a developer forum in early 2014. This identified a number of barriers to development and occupation by businesses which we are working to remove. We have a very successful Business Partnership and regular Business Newsletter – we help our small local businesses with publicity through our website, newsletters and on social media. We have established regular Jobs Fairs with partners Nottingham Post and Job Centre Plus – these have been instrumental in bringing

many jobseekers together with potential future employers. We have helped to place xx apprentices over the last few years in partnership with Central College Nottingham, including a dozen or so within the Council. Our business units are continually in demand and occupancy is high at around 96% continuously. We now have an Economic Development Plan which focuses on making Rushcliffe a desirable place for new business growth.

In pursuing our economic growth agenda, we secured £6.25m in Growth Deal funding to develop employment sites along the A46 corridor, in Bingham, Cotgrave and Newton. By putting the initial infrastructure in place, we feel that these locations will be more attractive to businesses looking to relocate to bigger premises or into the Borough. It is planned that work will start on these sites in 2016/7.

We're also delighted to have been awarded £1.5m funding from the National Heritage Lottery to renovate Bridgford Hall in West Bridgford, breathing new life into this iconic local building. The Hall will house the County Council's Registry Services, enabling people to continue to get married in these lovely surroundings, and seven serviced apartments for holiday or corporate stays.



These will be managed by Birchover Serviced Apartments and the income generated will contribute towards the Council's operating fund. Work started in early 2016 and we hope to reopen to the public in Spring 2017.

Working with businesses and our local community is vital to making sure that growth within Rushcliffe is sustainable and to that effect we have established Growth Boards in West Bridgford, Radcliffe and Bingham to investigate the needs of these communities, make infrastructure improvements where we can and to attract appropriate new business to the area.



Following national changes, Rushcliffe replaced Council Tax Benefit with a local Council Tax Support Scheme in April 2013. The scheme ensures that local people who need help meeting their Council Tax payments continue to get help. In addition, the Council froze Council Tax payments in xxx to help reduce the burden on local people caused by the national recession. We also played a pivotal role in the government's new Welfare Reform scheme, piloting the Universal Credit scheme in 2013, helping to identify the main drivers and barriers to moving benefits to a completely online delivery function. By the end of the pilot, 94% of housing benefit claims made within Rushcliffe were done online – cheaper for us and much more convenient for claimants.

The 2006 Leisure Facilities Strategy suggested that when the time was right the number of leisure centres in the Borough should be reduced. After some initial investigations it was decided to redevelop the Arena, on Rugby Road in West Bridgford, into a super-centre with a 25m swimming

pool, beached area and family water toys, xxx station gym, sports hall, studios and squash courts along with a six-lane indoor bowls centre. The Arena closed in August 2015 and is scheduled to reopen to the community in early 2017, following which Rushcliffe Leisure Centre on Boundary Road in West Bridgford will close enabling the school to develop the site and extend its provision.

The Council has developed YouNG – a project run by teenagers – to enable young people to get an insight into the world of work, and to give them a platform to hone their entrepreneurial and performing skills at markets and functions which they, themselves, organise. Each year, one Year 10 student is selected from each of the seven secondary schools in the Borough to work for YouNG. The Council also has two full-time YouNG apprentices to work on developing the website and to work with local businesses to promote work experience opportunities. Over the course of the next Corporate Strategy, it is hoped that YouNG can be transformed into a Community Interest Company bringing its successes to young people living outside the Borough.

We are keen to share our great ideas and work with our neighbouring councils to help them meet the needs of their residents. Our garden waste collection service was so successful that Newark and Sherwood district council asked us to offer the service to residents in parts of their Borough. The take-up has been fantastic and makes it more cost efficient to run the service within our Borough because the vehicles and staff have more to do. We have also started administering the garden waste scheme Newark and Sherwood run in their central area while they still pick up the bins.



Following the introduction of the Localism Act in 2011, many of our communities have been working towards producing a community or village plan giving them a clear direction for their locality, some have even started consulting on neighbourhood plans which, if accepted by the community following a referendum, would give them greater say over planning matters in their area. We are supporting our local communities to explore these ideas and come together to improve the places where they live and work.

Over the last few years, we have staged an ever-growing number of events, not only enabling residents of the Borough to enjoy themselves, but also to encourage visitors from outside Rushcliffe to come along and see what we have to offer. Well-established events include Lark in the Park, Sunday Funday (formerly Rush4Health) and the Christmas lights switch-on, while new additions over the past couple of years include Proms in the Park and A Taste of Rushcliffe. To these we have also added a number of YouNG Markets each year – run by and showcasing the talents of our local young people.

We have also been working with our local sporting partners such as the Nottinghamshire County Cricket Club and Nottingham Rugby Club to deliver programmes for school aged children within the

Borough. Positive Futures (cricket), 'Little Ruggers' and '30 days of Rugby' bring real sportsmen and women into school and community clubs to teach children about the sport and also wider life lessons such as respect, healthy eating and fitness.

In response to the national recession in 2008 and the extensive cuts within local government over the next few years, we drew up a four year plan to focus our efforts on service redesign, maximisation of income and cost reduction. We saved over £3million in the first three years. We replaced the four year plan with a Transformation Strategy when the need to save even more from our budgets became apparent in 2013. So far we have saved £xxm without impacting on the frontline services our residents value.

In 2015, we carried out a significant 'channel-shifting' exercise, putting more and more services online and enabling residents to choose the method and time to do their business with the Council. Online transactions are significantly cheaper than either using the telephone or dealing face to face. This is on-going with more services being developed for online access and self-service, now badged as the Council's "digital by default" services.



The Council undertook a review of its property portfolio to ensure the buildings and facilities we have are good investments and beneficial to the community. As a result, a number of properties and parcels of surplus land were sold; Park Lodge, Gresham Pavilion and Hound Lodge. The Council purchased the Point in West Bridgford in 2012. This prominent office building was struggling to find tenants but we have already brought it up to 80% occupancy demonstrating our drive towards maximising our property portfolio. On the back of the success of the Point investment, we approved a £10m Investment Fund should other opportunities arise.

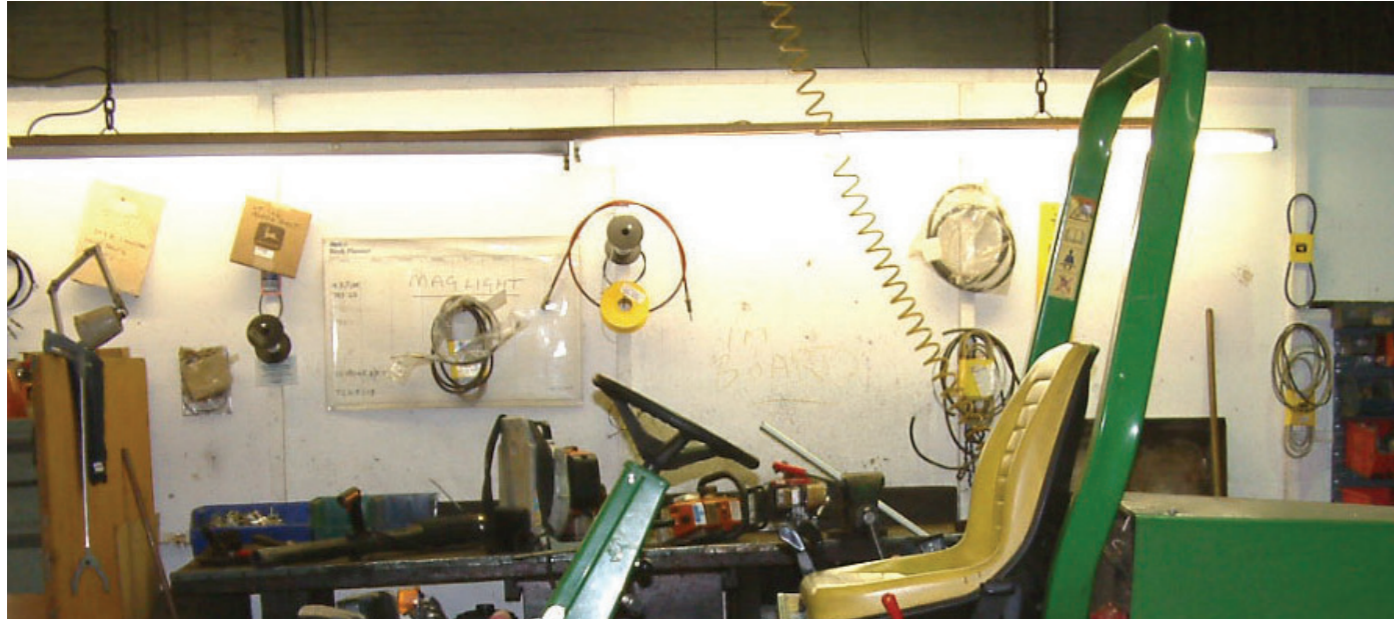
Another illustration of this drive is the innovative use of spare office space within our Civic Centre building. The vacant office space has been refurbished as part of a wider plan to encourage economic growth to the area. Exeid, a Nottingham-based commercial property consultancy, have rebranded the two floors as the Rushcliffe Technology and Enterprise Centre (RTEC) and these office spaces are now full of technology and businesses.

The redevelopment of Rushcliffe Arena provided an opportunity we had not envisioned. The Council has for some years been looking to vacate the Civic Centre on Pavilion Road. Changing staff numbers and different ways of working mean the Council needs less physical space to run its services. The new Arena includes office space that meets the changing needs of the business and moving to the new site will free up the Civic Centre to be let or sold raising valuable income for the Council. It also provides an opportunity for the Council to fully review the way it works to become even more efficient.

One of the biggest and most successful ventures we embarked upon over the last few years was developing our Streetwise service into a social enterprise. This move has enabled Streetwise to retain the best aspects of its public sector heritage and social values, whilst operating in a more commercial way to open up new opportunities and to grow the business. Existing staff were transferred into the new company under TUPE and Streetwise has been awarded the contract to provide a street cleansing and grounds maintenance service to the

Borough Council for an initial contract period of 5 years. Overall, the cost of the contract will result in a saving to the Council, allowing them to generate their own work and income beyond the boundaries of Rushcliffe. Streetwise Environmental have already been successful in gaining private sector work and have employed a number of additional staff.





A review of our building control service identified an opportunity to transform the service through a full partnership delivery approach with South Kesteven District Council which built on the previous successful shared management arrangement. This approach has brought in significant benefits, including increased resilience, greater efficiencies through the use of shared processes and further savings.

Rushcliffe Borough Council and Nottingham City Council commenced a 'Co-operation Agreement' in April 2014 to deliver fleet maintenance and garage services across both geographical areas. The service has built on the City Council's scale and expertise in the delivery of maintenance programmes for large and complex public sector fleets. The service now includes the proactive maintenance and responsive repair of all the Council's fleet of vehicles and equipment at the City Council's Depot. The agreement has resulted in: a range of benefits and cashable savings for Rushcliffe; the creation of a platform for further growth with other public sector partners; and the alignment of the Council's recent collaboration agreement on partnership working.

In 2014 we signed a collaboration agreement with Gedling Borough and Newark and Sherwood District councils making us 'partners of choice', and enabling us to investigate further ways of working together in the future. This has been enhanced

by developing further partnerships with Broxtowe and South Kesteven councils driving even more efficiencies and cost reductions across the Council. The Economic Prosperity Partnership across Nottinghamshire and Derbyshire, and also the Local Enterprise Partnership have led us to look at setting up combined authorities for Nottinghamshire and for Derbyshire. This has become part of the potential devolution deal with central government giving us far more power over issues that matter to local people in exchange for an elected mayor. Should know much more before this goes to print.

Building on firm foundations

This document presents our Strategy for the next four years. It is the Council's sixth Corporate Strategy and continues to focus on the same three key themes identified in the 2012-16 Strategy building upon the firm foundations we have laid in these areas and striving to achieve even better outcomes for our residents. These three themes are:

- Supporting economic growth to ensure a sustainable, prosperous and thriving local economy
- Maintaining and enhancing our residents' quality of life
- Transforming the Council to enable the

delivery of efficient high quality services

We have identified twelve strategic tasks under these three key themes, the delivery of which will help the Council towards its long-term goals set out in the 2020 Vision for the Borough (the 2020 Vision can be viewed at – <http://www.rushcliffe.gov.uk/>). The Action Plan on the following page details these tasks, their desired outcomes and how we are going to measure progress toward achieving them.

Review and Monitoring

The Corporate Strategy is reviewed by the Council's Performance Management Board on a quarterly basis. Progress towards achieving the objectives and targets set out under the strategic tasks is reported and monitoring of strategic performance indicators takes place. This enables Councillors to see where the Council is performing well and where

further attention is needed if the Council is to reach its stated goals. The Council will also continue to expand its communication with residents keeping them informed about progress against the Corporate Strategy to enable them to hold the Council to account.



Delivering economic growth to ensure a sustainable, prosperous and thriving local economy

Strategic Tasks	Develop a programme of Growth Boards initially focusing on West Bridgford, Bingham and Radcliffe on Trent to support economic growth and infrastructure in these areas	Proactively engage with partnership activities to maximise the benefits of collaborative working for Rushcliffe residents and businesses, including: <ul style="list-style-type: none"> Playing an active role in D2N2 Combined Authority Collaboration Partners 	Activate the Asset Investment Strategy to maximise the Council's asset portfolio as the conditions prescribed in the Strategy arise
Community Outcomes	A long term vision for each area, which meets the needs of new and existing residents and businesses as well as contributing to the Borough as a whole, exists and is used by all relevant stakeholders in decision making	An efficient Council that leverages the best advantage from partnership activities for the residents and businesses of Rushcliffe	Income from the Council's investments is maximised to protect and secure the future provision of services to the community
	Chief Executive	Chief Executive	Executive Manager – Finance and Corporate Services
	April 2015 – March 2020	April 2016 – March 2020	April 2016 – March 2020
Measures and Targets	Publish report of the West Bridgford Commissioner by December 2016 Identify funding and investment opportunities following the publication of the Tudor Square Masterplan and retail study by March 2018. Create actions plans for the Growth Boards by March 2018. Complete assessment of need for future Growth Boards in the Borough by March 2017.	Value to date of savings generated as a result of partnership activities. Number of new initiatives operational resulting from work with Collaboration Partners including Combined Authority and D2N2.	Percentage of Investment Strategy spent/allocated to date. Value of income generated as a result of the Investment Strategy being activated.

Delivering economic growth to ensure a sustainable, prosperous and thriving local economy

Strategic Tasks	Work with partners to progress infrastructure projects, including: <ul style="list-style-type: none"> Improvements to the A52 Improvements to the rail connections between Nottingham and Grantham Feasibility of a fourth Trent crossing 	Regenerate Cotgrave, including: <ul style="list-style-type: none"> New housing on the colliery site, Employment opportunities through jobs clubs, apprenticeships and training, Additional employment units on the colliery site A vibrant town centre with new public sector facilities and refurbished shops and public realm 	Contribute towards economic growth in the Borough, by: <ul style="list-style-type: none"> Facilitating the building of new industrial units Delivering the 'Growth Deal' projects (A46 corridor: Cotgrave, Land North of Bingham, RAF Newton) Unlocking employment sites in the Borough
Community Outcomes	Residents and businesses benefit from improved road and rail infrastructure links in key areas of the Borough	Quality of life for the residents of Cotgrave is improved through increased local employment opportunities, an enhanced local environment and excellent local shopping and social facilities	The Borough is a more prosperous area with an improved offer to attract new investment creating new employment opportunities and ensuring thriving local businesses
	Executive Manager for Communities	Executive Manager for Transformation	Executive Manager for Transformation
	April 2016 – March 2020	April 2016 – March 2020	April 2016 – March 2020
Measures and Targets	Complete feasibility study for the fourth Trent crossing by March 2017. Complete feasibility study for improvements to rail connections by March 2018. Contributions received as a percentage of current developer contributions. Value of future developer contributions to infrastructure funding.	Planning application submitted for Cotgrave Town Centre by September 2016. Number of employment opportunities created as part of the of Cotgrave development. Percentage of new private homes on the colliery site completed. Percentage of new affordable homes on the colliery site completed. Percentage of new homes on the colliery site occupied. Percentage of employment units on the Cotgrave colliery site occupied.	Percentage of Growth Deal money drawn down and allocated. Percentage of new homes at the Land North of Bingham completed. Number of employment and training opportunities created through developments in the Borough (excluding Cotgrave). Submit funding application for Sustainable Urban Development (SUD) funding to Nottingham City Council by July 2016

Maintaining and enhancing our residents' quality of life

Strategic Tasks	<p>Activate the Leisure Strategy to best provide leisure facilities and activities as the conditions prescribed in the Strategy arise, including:</p> <ul style="list-style-type: none"> • Completion of the new leisure centre at the Arena • Investigate best possible course of action for Bingham leisure Centre • Work with developers to ensure adequate recreational facilities are included in new housing developments • Review Edwalton Golf Course 	<p>Facilitate activities for Children and Young People to enable them to reach their potential, including:</p> <ul style="list-style-type: none"> • Establishing YouNG as a Community Interest Company • Continuing to facilitate work experience opportunities for young people through YouNG and through provision of or access to Apprenticeships • Build on the success of Positive Futures in Cotgrave by extending it to other areas of the Borough 	<p>Deliver Part 2 of the Rushcliffe Local Plan, including:</p> <ul style="list-style-type: none"> • Supporting the delivery of new development at key rural settlements • Supporting Neighbourhood Planning within the Borough • Preparing further policies to manage new development (eg retail, employment, climate change and green infrastructure)
Community Outcomes	<p>Rushcliffe residents continue to benefit from superb leisure facilities across the Borough helping them to maintain healthy lifestyles with easy access to a range of leisure facilities</p>	<p>Young people in Rushcliffe are provided with a range of opportunities to develop their self-confidence, knowledge and skills to enable them to play an active role in their community and be ready for the world of work.</p>	<p>Existing residents and potential residents wanting to relocate within or move to the Borough have adequate access to appropriate housing</p>
	<p>Executive Manager - Finance and Corporate Services</p>	<p>Executive Manager for Communities</p>	<p>Executive Manager for Communities</p>
	<p>April 2015 – March 2020</p>	<p>April 2016 – March 2020</p>	<p>April 2016 – March 2020 of the Borough</p>
Measures and Targets	<p>Arena leisure centre operational by January 2017. Complete review of Bingham Leisure Centre by December 2017. Complete review of Edwalton Golf Courses by March 2017. Percentage increase in population taking part in sport & physical activity at least twice in last month. Percentage of users satisfied with leisure facilities.</p>	<p>Establish the format of YouNG as a Community Interest Company by December 2016. Number of work experience placements organised. Number of apprenticeships organised within the Council. Number of young people engaged with the Positive Futures programme.</p>	<p>Adopt part two of the Local Plan by December 2017. Complete second stage of Green Belt Review by December 2016. Number of Neighbourhood Plans adopted. Percentage of homes built on allocated sites at key rural settlements. Percentage of new homes built against the target within the Local Plan.</p>



Transforming the Council to enable the delivery of efficient high quality services

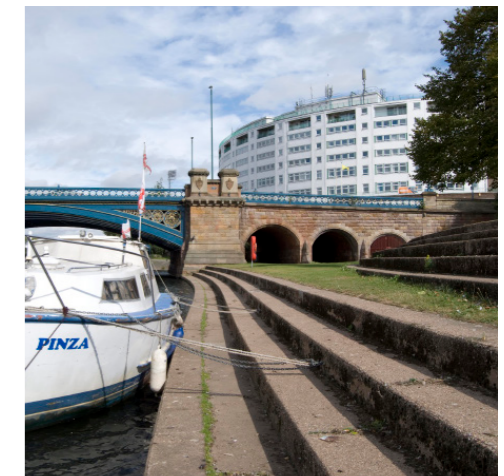
<p>Strategic Tasks</p>	<p>Deliver the Medium Term Financial Strategy, including:</p> <ul style="list-style-type: none"> • Undertaking the projects identified in the Transformation Strategy to meet the targets therein • Generate new sources of income for the Borough Council to reduce dependency on central government funding 	<p>Continue to reduce cost and increase efficiencies by:</p> <ul style="list-style-type: none"> • Identifying opportunities for collaboration with partners to deliver lower cost customer centric services • Delivering the Customer Access Strategy to increase low cost digital transactions 	<p>Continue to develop the Council's Property Portfolio to enhance the Council's financial position and deliver community outcomes, including:</p> <ul style="list-style-type: none"> • Facilitate the building of, and cultural change required to move to, the new Civic Offices in early 2017 • Following vacation, dispose of the existing Civic Centre in line with Council decision • Relocate the Abbey Road Depot • Deliver the Bridgford Hall heritage refurbishment project
<p>Community Outcomes</p>	<p>Residents are confident that the Council is well run, financially sound and delivering the services they need</p>	<p>Residents are able to access Council services and information at a time and in a way that suits them</p>	<p>Property owned by the Council is utilised to its full potential or used to generate income for the Council enabling it to keep Council Tax as low as possible</p>
	<p>Executive Manager - Finance and Corporate Services</p>	<p>Executive Manager for Transformation</p>	<p>Executive Manager for Transformation</p>
	<p>April 2016 – March 2021</p>	<p>April 2016 – March 2020</p>	<p>April 2016 – March 2020 of the Borough</p>
<p>Measures and Targets</p>	<p>Percentage of residents satisfied with the services the Council provides. Percentage of residents believing the Council provides value for money. Value of savings achieved by the transformation strategy against the original programme in April 2016.</p>	<p>Percentage of residents satisfied with the variety of ways they can contact the Council. Percentage increase in self-serve transactions. Percentage of Customer Access Strategy delivered. Combined number of Social Media followers.</p>	<p>New Council Offices at Rushcliffe Arena operational by spring 2017 Finalise business case for the disposal the Civic Centre by December 2017. Complete Bridgford Hall building works by Spring 2017. Preferred site identified and business case prepared for Depot relocation by March 2018. Depot relocated by March 2020.</p>



Rushcliffe
Borough Council

strategy CORPORATE
2016 - 2020

Building on firm foundations



Rushcliffe Borough Council
Civic Centre
Pavilion Road
West Bridgford
Nottingham
NG2 5FE

T 0115 981 9911
F 0115 945 5882
E customerservices@rushcliffe.gov.uk
W www.rushcliffe.gov.uk