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**Direct dial** 0115 914 8511  
**Email** democraticservices@rushcliffe.gov.uk

**Our reference:**  
**Your reference:**  
**Date:** Monday, 6 November 2023

To all Members of the Cabinet

Dear Councillor

A Meeting of the Cabinet will be held on Tuesday, 14 November 2023 at 7.00 pm in the Council Chamber, Rushcliffe Arena, Rugby Road, West Bridgford to consider the following items of business.

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

Yours sincerely



Gemma Dennis  
Monitoring Officer

## **AGENDA**

1. Apologies for Absence
2. Declarations of Interest

[Link to further information in the Council's Constitution](#)

3. Minutes of the Meeting held on 10 October 2023 (Pages 1 - 8)
4. Citizens' Questions  
To answer questions submitted by citizens on the Council or its services.
5. Opposition Group Leaders' Questions  
To answer questions submitted by Opposition Group Leaders on items on the agenda.

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**Opening hours:**  
**Monday, Tuesday and Thursday**  
8.30am - 5pm  
**Wednesday**  
9.30am - 5pm  
**Friday**  
8.30am - 4.30pm

**Postal address**  
Rushcliffe Borough  
Council  
Rushcliffe Arena  
Rugby Road  
West Bridgford  
Nottingham  
NG2 7YG

## NON-KEY DECISIONS

6. Corporate Strategy (Pages 9 - 42)

The Report of the Chief Executive is attached.

7. Growth Board Review Update (Pages 43 - 54)

The Report of the Director - Development and Economic Growth is attached.

### Membership

Chair: Councillor N Clarke

Vice-Chair: Councillor A Brennan

Councillors: R Inglis, R Upton, D Viridi and J Wheeler

### **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 at the far side of the plaza outside the main entrance to the building.

**Toilets:** Are located to the rear of the building near the lift and stairs to the first floor.

**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.

### **Recording at Meetings**

The Openness of Local Government Bodies Regulations 2014 allows filming and recording by anyone attending a meeting. This is not within the Council's control.

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



**MINUTES  
OF THE MEETING OF THE  
CABINET  
TUESDAY, 10 OCTOBER 2023**

Held at 7.00 pm in the Council Chamber, Rushcliffe Arena,  
Rugby Road, West Bridgford  
and live streamed on Rushcliffe Borough Council's YouTube channel

**PRESENT:**

Councillors A Brennan (Vice-Chair), R Inglis, R Upton, D Viridi and J Wheeler

**ALSO IN ATTENDANCE:**

Councillors R Bird, N Regan and L Way

**OFFICERS IN ATTENDANCE:**

L Ashmore	Director of Development and Economic Growth
D Banks	Director of Neighbourhoods
G Dennis	Monitoring Officer
P Linfield	Director of Finance and Corporate Services
K Marriott	Chief Executive
H Tambini	Democratic Services Manager

**APOLOGIES:**

Councillor N Clarke

**26 Declarations of Interest**

There were no declarations of interest made.

**27 Minutes of the Meeting held on 12 September 2023**

The minutes of the meeting held on Tuesday, 12 September 2023 were agreed as a true record and signed by the Vice-Chair.

**28 Citizens' Questions**

There were no citizens' questions.

**29 Opposition Group Leaders' Questions**

Question from Councillor Way, on behalf of the Leake Independent Group to Councillor Upton.

"There are several issues in the Tree Management and Protection Policy that we believe need further discussion, including:

- The contribution non-native species can make to the character and ambience of a Conservation area.

- Possible benefits of planting non-native trees at a time when important native species are subject to pests and diseases and facing the impact of climate change.
- The need to protect trees and hedges on future development sites which we often see brutally cleared before the application is submitted.
- The need to increase protection for the area around existing trees from development, as this policy change would increase the threat of trees near new buildings being felled in future.
- The possibility of non-native trees being increasingly planted in preference to native to avoid TPOs.

Does Cabinet agree that this Policy should now come before scrutiny or Council for debate before adoption?"

Councillor Upton thanked Councillor Way for her question and said that he would refer to the five points rather than just the question. In the Council's points-based assessment, only one point out of a possible 16 could be deducted for a non-native tree in a conservation area, so that was unlikely to be a determining issue. The Policy sought to secure the right tree in the right place, with it further supported by the Local Plan, which took into consideration future climate change and disease. The preservation of existing trees and hedges was considered closely in relation to detailed planning applications, and wherever possible, early intervention occurred to protect them; however, this could be challenging before a possible application was known about. British Standard 5837:2012 provided advice on the space required around trees to prevent harm both during construction and afterwards, and it was unclear why the Policy would increase the threat of trees close to new buildings being felled in the future. The Policy allowed for non-native trees to be protected in conservation areas. Councillor Upton referred to his report later on the agenda, which proposed the adoption of the revised Tree Management and Protection Policy and felt that given the Policy's importance, it would be inappropriate to delay its adoption. He noted that the Growth and Development Scrutiny Group had not asked for this issue to be referred back; however, if considered appropriate, a further review could be undertaken in the future.

Councillor Way asked a supplementary question to Councillor Upton.

"It appears that the Policy will be approved by five people out of 44 members of the Council, so do Cabinet members feel that this Policy has been thoroughly examined, and was it reasonable to remove the opportunity for Council to comment, debate and vote in a democratic manner?"

Councillor Upton responded by confirming that he had every faith in the scrutiny process and procedures that had been followed.

### 30 **LGA Corporate Peer Challenge**

The Cabinet Portfolio Holder for Business and Growth, Councillor Brennan presented the report of the Chief Executive, which outlined the purpose and scope of the Local Government Association (LGA) Corporate Peer Challenge (CPC), due to take place from 15 – 18 January 2024.

Councillor Brennan advised that the CPC was part of the LGA sector support programme, which provided 'peers' from the local government network who offered supportive, friendly, but critical advice to the Council and its work. Cabinet noted the obligations that would be placed on the Council as part of the process and was reminded that the CPC was considered to be a valuable tool, by providing expert advice to help identify areas for improvement and help the Council to continue to deliver high quality services. Councillor Brennan stated that the process was set out in Paragraph 4 of the report, with details of the likely membership of the team highlighted in Paragraph 4.3, together with details of the six core themes that would be covered in Paragraph 4.4. Councillor Brennan stated that at the end of the visit, Councillors and officers would receive a presentation, with a report to follow, which the Council had to commit to publish, together with a detailed action plan, with a report back to Cabinet, as referred to in Paragraph 4.6. Councillor Brennan concluded by advising that this was designed to be a helpful and supportive process, whilst offering robust challenge and independent advice.

In seconding the recommendation, Councillor J Wheeler welcomed this outside scrutiny, as although it was known that Rushcliffe was run very effectively, it was always good to have advice and feedback and for the Council to be challenged, to ensure that it was on the correct course.

Councillor Upton noted that it had been six years since the last CPC, echoed the comments made by Councillor Wheeler, and stated that it was best practice to seek advice from people outside of the Council as a critical friend.

**It was RESOLVED that:**

- a) the content of the report, outlining the Council's participation in a Corporate Peer Challenge be noted;
- b) Cabinet commits to meeting the obligations, as set out in paragraph 4.6 of the report; and
- c) A report be brought back to Cabinet, following the conclusion of the Corporate Peer Challenge, which sets out the findings, recommendations and resulting action plan.

**31 Adoption of Tree Management and Protection Policy 2023-2028**

The Cabinet Portfolio Holder for Planning and Housing, Councillor Upton presented the report of the Director – Development and Economic Growth, which outlined proposals to adopt the revised Tree Management and Protection Policy 2023 – 2028.

Councillor Upton referred to the immense importance of and benefits from trees, including the key contribution they made to the character of the Borough, whilst confirming that Rushcliffe had the lowest tree cover of any district or borough in the county, hence the need to be proactive. Councillor Upton advised that the Policy provided guidance on how the Council would manage its own trees, respond to requests for work from the public, and how it dealt

with its statutory duties. The Policy also contained a revision to the Council's points-based assessment, for the making of a Tree Preservation Order (TPO). Councillor Upton advised that legislation covering TPOs allowed for significant discretion, and officers used the points-based assessment, detailed in Paragraphs 4.4 and 4.5 of the report during that process. Cabinet noted that the Policy had been considered by the Growth and Development Scrutiny Group, when it had recommended that greater consideration be given to the wildlife value of trees, and that had been incorporated into the revised Policy. Paragraphs 4.5 and 4.6 referred to native and non-native trees, and Councillor Upton suggested that this issue might need to be considered during the next revision in 2028. Cabinet was advised that the Policy was split into two sections, with the first covering the management of Council owned trees, as detailed in Paragraph 4.1, and the second covering the Council's statutory duties as detailed on Paragraph 4.2.

In seconding the recommendation, Councillor Inglis reiterated the comments made by Councillor Upton regarding the importance of trees and the need to ensure that the Borough's deficit was addressed, as could be seen with the fantastic take up of the Free Tree Scheme in recent years. Councillor Inglis thanked the Growth and Development Scrutiny Group and officers for their hard work in drafting the document, which he felt would enhance protection to existing trees and wildlife. Councillor Inglis referred to the recent national outcry over the felling of the Sycamore Gap tree, and stated that such passion was required, as trees needed protection now and for future generations.

Councillor Brennan referred to the popularity of the Free Tree Scheme, and that despite the Borough being very rural and green, it had a surprisingly low level of tree cover. She thanked everyone involved in drafting the very readable document and felt that everyone would agree that trees were very important.

**It was RESOLVED that:**

- a) adoption of the Tree Management and Protection Policy 2023-2028 be approved; and
- b) the use of the amended Conservation Area Tree Notification and Tree Preservation Order evaluation sheet be approved.

**32 UKSPF and REPF Proposed Grant Pots 2024/25**

The Cabinet Portfolio Holder for Business and Growth, Councillor Brennan presented the report of the Director – Development and Economic Growth, which provided an update on the UK Shared prosperity Funding (UKSPF) and the Rural England Prosperity Funding (REPF) proposed grant pots for 2024/25.

Councillor Brennan advised that the report set out the proposed framework for funding allocations for the third and currently final round of UKSPF and REPF. Cabinet was advised that the report set out the background to the funds, which were in support of the Government's Levelling Up agenda and to a degree replaced the European Structure Investment Funds. The report also detailed the lessons learned from the first two rounds of bidding from the Council's

directly commissioned projects, together with feedback from both successful and unsuccessful bidders into the Open Grant Pot. The report recommended that a new grant pot be created and opened in November 2023, with successful projects starting in April 2024. Councillor Brennan advised that the 2022-23 pot had been very oversubscribed, which demonstrated a clear need for those funds, and the lessons learned were detailed in Paragraph 4 of the report. Reference was made to Paragraph 4.6, which set out the financial allocation for the year, that Government had weighted to year three, with just over £2m available, including some jointly commissioned work with other local authorities to support local businesses across the county. Councillor Brennan stated that the allocations across the themes were agreed in the Investment Plan, submitted to Government, although there was scope to move up to 30% of funds to reflect local need. Paragraph 4.11 set out the available funds for the Communities Grant Pot, with the UKSPF and REPF combined for larger interventions, with a formal bidding round. A smaller grant pot would be open from April 2024, on a first come first served basis for projects below £5k. Councillor Brennan referred to the plans and funds available for the Business Support Grant Pot, highlighted in Paragraph 4.15, which again suggested the formation of a smaller pot for high street businesses, also to be allocated on a first come basis, with the timeline for bidding outlined in Paragraph 4.17. Cabinet was advised that in addition to the grant pot, the Council would directly commission projects, including under a new year three People and Skills Priority, with a report back to Cabinet in January 2024, setting out allocation proposals for that. Councillor Brennan concluded by referring to the popularity of the initiative, referred to the significant work for officers in ensuring due diligence in the process and supporting applicants, both successful and unsuccessful, and advised that in many cases, applicants had only been unsuccessful, as the funds had been oversubscribed.

In seconding the recommendation, Councillor Viridi reiterated the importance of continuing to support and provide opportunities to local businesses and community groups, with both funds providing a great avenue for that. Councillor Viridi endorsed the suggested processes, and after taking into account issues from the previous bidding rounds, the recommendation to have two pots making them more accessible. Councillor Viridi thought that the grant application process needed to be easier to understand and provide more clarity on where potential project and business applications could come from and considered that the proposals addressed those concerns.

Councillor Upton considered this scheme to be far more effective at providing funding than the previous European Union scheme and he welcomed that.

Councillor J Wheeler praised the Council for being proactive and hoped going forward that more business and community groups would benefit.

Councillor Brennan reiterated that this had involved a great deal of work for officers, with many successful projects delivered in the first two years, and it was anticipated that with this further funding, more excellent projects, both large and small would come forward.

**It was RESOLVED that:**

- a) the proposals as outlined in the report for UKSPF and REPF grant pots be supported;
- b) a further report be requested to Cabinet in early 2024, outlining proposals for the remaining UKSPF to be spent in 2024/25; and
- c) sign off of grant awards and reallocation of grant funding between priorities (Business Support and Communities and Place) for UKSPF and REPF be delegated to the S151 Officer and Director – Development and Economic Growth, in consultation with the Cabinet Portfolio Holder for Business and Growth, following officer recommendations based on assessment and moderation.

**33 Assigning Strategic Significance for Biodiversity Net Gain Assessments**

The Cabinet Portfolio Holder for Planning and Housing, Councillor Upton presented the report of the Director – Neighbourhoods, which outlined proposals for assessing strategic significance under Biodiversity Net Gain (BNG).

Councillor Upton advised that the report proposed a methodology to comply with the implementation of BNG requirements, as set out in the Environment Act 2021, expected to come into force in January 2024. Councillor Upton stated that the BNG significance of a site needed to be determined by the Council's local strategies and policies, as it would be fundamental to assessing planning applications. Cabinet was advised that BNG was a method of contributing to the recovery of nature, whilst developing land, to try and ensure that wildlife habitat was in a better position than before any development occurred, with a minimum of 10% BNG required in most cases. Councillor Upton confirmed that the Government had published a spreadsheet for Council's to show the baseline Biodiversity value before any development and the expected value after, with a different multiplier depending on the strategic significance of the site. Paragraph 4.5 of the report provided details of the site criteria and associated multipliers, with Paragraph 4.6 listing four types of site, which were regarded as being strategically significant, and Councillor Upton stated that if an application site was adjacent to one of the four types of site, points would be added to the spreadsheet and given a score. Councillor Upton concluded by confirming that the proposals had been considered and endorsed by the Growth and Development Scrutiny Group in July.

In seconding the recommendation, Councillor Inglis stated that BNG could be a means to safeguard wildlife and its habitation, which would be afforded a better state than it had been before development took place, with in most cases a minimum of 10% required, which would be a positive step. Cabinet was reminded that this was a requirement of the Environment Act 2021, and it would enable the Council to proactively influence BNG delivery within the Borough.

Councillor Brennan stated that even if this was not a legal requirement, it was important that the Council did everything it could to try and mitigate the effects



of increased development and enhance the natural environment.

**It was RESOLVED that** the proposals for assessing strategic significance under Biodiversity Net Gain be approved.

#### 34 **Rushcliffe Borough Council 50 Years Anniversary Plans**

The Cabinet Portfolio Holder for Business and Growth, Councillor Brennan presented the report of the Director – Neighbourhoods, which outlined anniversary plans to commemorate the 50 year formation of Rushcliffe Borough Council in 1974.

Councillor Brennan gave a brief overview of the establishment of the Borough Council as detailed in the report and advised that to mark that anniversary, the Council would be delivering a number of projects to recognise the contribution of the Council to local, regional and national government, and to celebrate key events and individuals who had given their time to make a difference in their communities. Councillor Brennan referred to the proposed plans, highlighted in Paragraph 4 of the report, including displays at the Arena, which would be supported by wider communications, with all promotional material using the rebranded Rushcliffe logo in shimmering gold. Councillor Brennan confirmed that the display materials used at the Arena could also be taken out around the Borough if that was requested. Cabinet noted that the existing events programme would incorporate this celebration and it would be delivered within existing resource as detailed in the report.

In seconding the recommendation, Councillor J Wheeler stated that it was important to recognise and celebrate such milestones and to take the opportunity to inform residents about what the Council did and its history.

**It was RESOLVED that** proposals to undertake a series of initiatives to commemorate the past 50 years be approved.

The meeting closed at 7.38 pm.

CHAIR

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**Cabinet**

**Tuesday, 14 November 2023**

**Corporate Strategy 2024-2027**

## **Report of the Chief Executive**

**Cabinet Portfolio Holder for Strategic and Borough Wide Leadership Councillor  
Neil Clarke**

### **1. Purpose of report**

- 1.1. The Council's current Corporate Strategy 2019-2023 is due to expire this year. Work has been carried out to prepare the Corporate Strategy for 2024-2027, which is attached at Appendix A for consideration.
- 1.2. Consultations with both the public and councillors have taken place as part of the process of preparing the new Corporate Strategy, the results of which are presented within this report.
- 1.3. The draft Corporate Strategy 2024-2027 will have been reviewed by the Corporate Overview Group on 7 November 2023, before this Cabinet meeting on 14 November 2023.

### **2. Recommendation**

It is RECOMMENDED that the Cabinet endorses the Corporate Strategy 2024-2027 and forwards it to Council for adoption.

### **3. Reasons for Recommendation**

- 3.1. The current Corporate Strategy expires this year. Significant progress has been made towards the goals outlined in that Strategy. A new Strategy is required to guide the future direction of the Council.

### **4. Supporting Information**

- 4.1. The Council's Corporate Strategy is the key document which sets the direction of travel for the Council, highlighting its key priorities and the tasks it is going to undertake over the next four years to deliver upon these priorities. This provides a clear strategic direction for the Council and a benchmark against which progress towards stated goals can be monitored.

### **Corporate Strategy 2019-2023**

- 4.2. In February 2023, the Corporate Overview Group reviewed progress against each strategic task set in the Corporate Strategy 2019-2023. This report can be viewed on the Council's [website](#).

### **Corporate Strategy 2024-2027**

- 4.3. The final draft of the Corporate Strategy for 2024-2027 can be viewed in Appendix A. The document includes an introduction from the Leader and Chief Executive and sets out key information about the Council's finances and services. Most importantly the document sets out the Council's four priorities for the next four years: The Environment, Quality of Life, Efficient Services and Sustainable Growth. These priorities are supported by a list of 12 Strategic Tasks which the Council is committed to delivering.

### **Public Consultation**

- 4.4. A link to an online survey was included in the summer edition of Rushcliffe Reports, which landed on residents' doorsteps from Monday, 19 June 2023. Residents were also able to request a paper copy of the survey. The survey was an opportunity to make sure residents understand the purpose of the Corporate Strategy and were engaged in its creation at a very early stage.
- 4.5. Significant promotion on social media and via media press releases took place to encourage a good level of engagement.
- 4.6. The survey asked what residents would like to see the Council prioritise over the next four years, in addition to the great quality services they can always expect from Rushcliffe Borough Council.
- 4.7. The survey received 352 responses. The following were the top 6 responses:

<b>RANKING</b>	<b>PRIORITY</b>
1	Making sure you have access to great quality outdoor spaces within the Borough, whether that's parks, woods or play areas
2	Supporting vulnerable people and those in need
3	Working towards the Council's services being carbon-neutral and supporting you to do the same in your homes and businesses
4	Supporting our high streets and town centres, helping them to remain vibrant and making sure you can shop locally if you choose to
5	Supporting small and medium businesses to start up, succeed and grow, increasing local job opportunities
6	Planting more trees and protecting hedgerows and unmanaged green spaces

- 4.8. The Council has ensured that these priorities are reflected in the final draft of the Corporate Strategy and the 12 strategic tasks. However, it is important to note that the strategic tasks do not encompass everything that the Council is committed to over the next four years. The Corporate Strategy, and associated action plan, sit at the top of a suite of documents setting out how the Council will operate over this period including our Capital Programme, Medium Term Financial Strategy and Service Plans.

### **Councillor Consultation**

- 4.9. The 12 draft strategic tasks were presented to Corporate Overview Group on 5 September 2023 for feedback. The results of the public consultation exercise were also presented to the Group. The Group requested that the final draft of the Corporate Strategy be brought back for endorsement in November. This will have taken place on 7 November 2023 in advance of this Cabinet meeting on 14 November 2023.
- 4.10. In addition to Corporate Overview Group, the Council consulted with all Councillors by providing them an opportunity to comment on the list of 12 draft strategic tasks.
- 4.11. The consultation was run via Survey Monkey between 7 September and 28 September 2023. A link was provided to Councillors via Councillors Connections each week from 7 September, in addition to a number of direct emails to all Councillors.
- 4.12. The survey received four responses. It is worth noting that one of these responses was submitted on behalf of political group not just an individual.
- 4.13. The feedback received has helped to further shape the strategic tasks. There was no feedback received which suggested that any tasks should be removed or added.

### **Monitoring of the Corporate Strategy**

- 4.14. The Corporate Overview Group will monitor the Corporate Scorecard of performance measures on a quarterly basis to ensure Council services are delivered in line with targets set. In addition, the Group will review progress against the delivery of strategic tasks on annual basis. Where there is any concern about performance in a particular area of service delivery or progress towards the delivery of a strategic task then further scrutiny may take place.

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

- 5.1. Cabinet could resolve not to endorse this Corporate Strategy. However, it is important to adopt a fresh strategy for 2024-2027 to guide the future direction of the Council and to communicate to residents the activity the Council can be delivering over the next four years so it can be appropriately held to account. The document has been consulted on with both residents and councillors so it

can reasonably be stated that it reflects the priorities and expectations of both groups.

## **6. Risks and Uncertainties**

- 6.1. There are no risks or uncertainties involved in endorsing the Corporate Strategy 2024-2027 and forwarding it to Council for adoption.

## **7. Implications**

### **7.1. Financial Implications**

The priorities and tasks contained within the Corporate Strategy will be incorporated into the Council's Medium Term Financial Strategy and Transformation Plan which are approved by Council.

### **7.2. Legal Implications**

The Council is required to have a Corporate Strategy in place and this report adequately captures that.

### **7.3. Equalities Implications**

The Corporate Strategy takes account of the effect of the Council's priorities on all residents of the Borough and is supported by the Council's Equality and Diversity Scheme.

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

There are no Section 17 implications to the recommendations contained within this report.

### **7.5. Biodiversity Net Gain Implications**

There are no biodiversity net gain implications directly associated with this report, however biodiversity net gain is a key element of the Environment theme in the Corporate Strategy 2024-2027 and is prominently reflected in strategic task 2: 'Implement the Environment Act commitments'.

## **8. Link to Corporate Priorities**

The Environment	These remain priorities in the Corporate Strategy 2024-2027
Quality of Life	
Efficient Services	
Sustainable Growth	

## 9. Recommendations

It is RECOMMENDED that the Cabinet endorses the Corporate Strategy 2024-2027 and forwards it to Council for adoption.

<b>For more information contact:</b>	Kath Marriott Chief Executive 0115 914 8291 <a href="mailto:kmarriott@rushcliffe.gov.uk">kmarriott@rushcliffe.gov.uk</a>
<b>Background papers available for Inspection:</b>	
<b>List of appendices:</b>	Appendix A – Draft Corporate Strategy 2024-2027 and Corporate Action Plan

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# Rushcliffe Borough Council

## Corporate Strategy 2024 - 2027

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# Introduction from the Leader and Chief Executive

**We are delighted to present our Corporate Strategy for 2024-2027. As we come to the end of our Corporate Strategy for 2019-2023, we reflect on the challenges faced not only nationally but globally that have affected us as a Council as well as our residents, businesses and communities.**

We are proud as we look back on all that we have delivered and achieved for our residents and businesses, including:

- Opening the new Bingham Arena Leisure Centre, providing state of art, environmentally conscious leisure facilities.
- Development of Rushcliffe Oaks Crematorium, providing a modern and peaceful setting with a connection to the natural environment, for residents to say goodbye and remember their loved ones.
- Carbon neutral redevelopment of the Rushcliffe Country Park Visitor Centre including solar panels, an air source heat pump and electric vehicle charging.
- Remaining the lowest charging Council Tax authority in Nottinghamshire for band D properties.
- Delivering £36m worth of Covid grants, ensuring residents, businesses and community groups could access much needed support.

As we look forward to the next four years, we will be continuing to prioritise the environment. This includes protecting and enhancing our natural environment, ensuring that the Borough retains its green, rural identity, while accommodating significant housing growth. We will be working to minimise the impact of our service delivery on the environment and raising awareness about what we can all do to slow the speed of climate change, focusing on achieving our target of being Carbon Neutral by 2030.

We are committed to playing an active role in the redevelopment of the Ratcliffe-on-Soar power station site working closely with the site owners, Uniper, to ensure the decommissioning of the site and its transformation is managed in

an environmentally beneficial way, as well as delivering opportunities for future clean energy generation and local employment.

We will also be representing the Borough in the creation of a combined Mayoral Authority for Nottinghamshire and Derbyshire, a move that will see significant funding and responsibility being devolved from Central Government to the local area. We anticipate Mayoral elections taking place across the region in May 2024.

We are committed to doing everything we can in the next four years to deliver the high-quality services our residents expect alongside making a positive and proactive contribution to the environment.

We are always happy to hear from you. You can contact the Council via your local ward councillor or by emailing: [customerservices@rushcliffe.gov.uk](mailto:customerservices@rushcliffe.gov.uk)



**Rushcliffe Borough Council**  
**Cllr Neil Clarke MBE**  
**Leader of the Council**



**Katherine Marriott**  
**Chief Executive**

# What The Council Does

As well as delivering large scale projects the Council also delivers a range of services every day which make the Borough a great place to live and work.

These services include:



## Streetwise

Street cleansing, graffiti removal, playground maintenance and the mowing of multiple open spaces and sports pitches.



## Recycling2Go

Waste collection and recycling. The team empty 3.3 million bins a year.



## Events

Delivering high quality family events all year round, welcoming over 30,000 residents and visitors to the Borough in 2023.



## Benefits Processing

Ensuring those who are eligible access the support they need, processing over £12m of housing benefit in 2023.



## Economic Growth

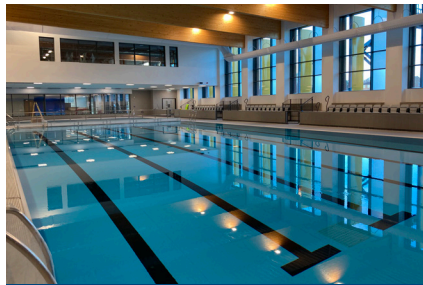
Supporting businesses large and small in the Borough to access funding and training.



## Elections

Delivering Parliamentary, County, Borough and Police and Crime Commissioner elections.

# What The Council Does



## Leisure Centres

Five leisure centres with swimming pools, fitness suites and exercise rooms across the Borough.



## Planning

Processing planning applications large and small. The team has processed 13,265 applications since 2019.



## Rushcliffe Country Park

One of the nation's best country parks achieving the coveted Green Flag Award every year since 2017.



## Council Tax and Business Rates

Collecting essential income and distributing it across public services in Nottinghamshire to fund the services residents value and need.



## Environmental Health

Services including dog and pest control, food outlet inspections and enviro-crime investigations.



## Strategic Housing

Working with partners to provide suitable accommodation for a range of residents, and to prevent homelessness.

### The following services are provided by Nottinghamshire County Council:

- Highway maintenance including street lighting and potholes
- Transport
- Household waste recycling centres (tips)
- Libraries
- Schools
- Social care for children and adults
- Registration of births, deaths and marriages

# The Council's Current Financial Position

## The chart to the right shows the Council's net revenue expenditure in 2013/14 and 2023/24 and the proportion of this expenditure funded via grants from central Government.

Revenue expenditure is short term expenses, for example salaries, running costs (such as fuel), utilities and other day-to-day expenditure required to meet service delivery.

In 2013/14 the Council received 38% of its funding from central Government.

In 2023/24, the Council received only 15% of its funding from central Government.

This is in spite of increasing costs and the impact of inflation.

The Council has responded to this challenge positively, by taking a look at how it works to make sure it is as efficient as possible. The Council developed a Transformation and Efficiency Plan, identifying where it could make changes to how it operates, for example, using different systems or processes. This has resulted in a saving of £4.5m since 2015 with a further £1.5m planned by 2027/28.

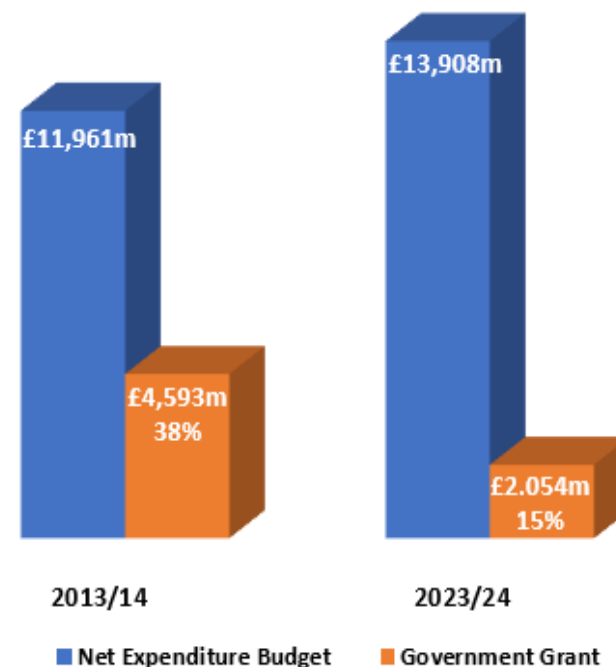
The Council has also had to consider how it makes the most of its assets and generate additional income where possible, although recent Government restrictions in relation to accessing any future funds for borrowing now limit the Council's ability to generate further income from commercial property transactions.

The Council has maintained its position as the lowest charging Council Tax authority in Nottinghamshire and in the lowest 25% in the country. The Council has also grown its commercial income streams to just under £3m per year supporting the Council to become financially self-sufficient and maintaining its debt free position despite tough challenges.

Over the last four years, the Council has continued to invest in its communities with:

- £18m invested in a brand-new leisure centre, community hall and enterprise centre in Bingham. The Council will be investing further in improving the leisure centres in Cotgrave and Keyworth, including decarbonisation plans.
- Significant enhancements at Rushcliffe Country Park including a new café, Changing Places toilet and upgrade to the visitors' centre.
- Approving a carbon neutral target for the Council for 2030 and creating a £1m Climate Change Reserve to deliver this goal.
- 26 electric car charging points installed Borough-wide.

Net Revenue Expenditure and Government Grant



# The Council's Priorities



The Environment



Quality of Life



Sustainable Growth



Efficient Services

**This Strategy sets the overall direction the Council is planning to take over the next four years. There are four priorities for the Council.**

These priorities are as relevant today as they were four years ago when they were chosen and the Council has decided to keep them. This also enables the Council to track progress against each priority.

Within each of these priorities, the Council has made a commitment to deliver a number of tasks over the next four years. These are detailed in the following pages.

The Council will review progress and whether these tasks remain current and achievable on an annual basis. Where additional tasks are identified that will contribute to the Council's priorities, they can be added to the action plan and delivered and monitored alongside existing tasks.

# The Environment

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

The Council has already taken steps to ensure that, where it can, it is making changes to operate in a more environmentally responsible way. This has led to a 59% reduction in carbon emissions since 2008/09 (as of 2021/22). This is a fantastic achievement so far, with more work to be done to ensure the Council achieves its target of being net-zero in its own operations by 2030.

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



## 2019 - 2023 Key Achievements

- Establishment of the Big Business Carbon Club – bringing together the Borough's big businesses to share their insights and skills, supporting one another to make an even greater impact on their carbon reduction journeys.
- Carbon neutral redevelopment of Rushcliffe Country Park Visitor Centre including solar panels, an air source heat pump and electric vehicle charging.
- Installation of an electric cremator at the new Rushcliffe Oaks Crematorium which will reduce potential emissions by 80%.
- Installation of £367k of carbon reduction technology in the new Bingham Arena reducing its carbon footprint by 78% compared to a standard leisure centre.
- Purchase of all of the Council's electricity supply from a renewable source.
- Participation in the County and City-wide Green Rewards Scheme which encourages residents to make changes to their lifestyle and habits, reducing their carbon foot print.
- Provision of the free tree scheme – 11,475 trees provided to residents, community groups and town and parish councils since 2019.
- Development of a Parish Council Climate Change Pack and delivery of free energy consultations for five Parish Councils in 2023.



## 2024 - 2027 Strategic Tasks

### 1. Deliver Rushcliffe's Climate Change Strategy 2021-2030.

Playing our part in tackling climate change, and protecting and enhancing nature conservation in the Borough.

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

The Climate Change Strategy focuses on three key areas:

- **Council** – Reducing the emissions associated with the Council's buildings and activities.
- **Conservation** – Protecting and increasing green spaces, for residents to enjoy, for wildlife to thrive and to mitigate the effects of climate change.
- **Community** – Supporting residents and businesses to reduce their emissions.

While you might not always be able to see all the effects of this work as you are out and about in the Borough, you may notice more 'no mow' wildflower areas, more solar panels and EV chargers. These things are all contributing to the overall target of being carbon neutral by 2030.

### 2. Implement the Environment Act commitments.

Fulfilling obligations as a Local Authority to make environmental improvements in relation to waste, resource efficiency, air quality, water, nature and biodiversity, and conservation.

The Environment Act is likely to include the following requirements:

- Doorstep weekly food waste collections for all households.
- Changes to the items that can be recycled in the Council's kerbside wheeled bin recycling service to achieve national consistency.
- A national deposit return scheme for plastic bottles.
- Restrictions on the use of domestic burning appliances in new Smoke Control Areas.
- Introduction of a Biodiversity Net Gain Duty which means that when planning permissions are granted the end development must have 10% more biodiversity than before development took place.

Based on known information from the Government the Council is already considering the impact of the expected changes, and considering how it will approach implementation including timescales for requirement in the Act.

Implementation of these proposals will be a complex piece of work. The Council is already working in partnership with other councils across Nottinghamshire to determine how to implement changes most effectively for residents.

# Quality of Life

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

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



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## 2019 - 2023 Key Achievements

- Opening of Rushcliffe Oaks Crematorium, providing a modern and peaceful setting with a connection to the natural environment, for residents to say goodbye and to remember their loved ones.
- Opening of Bingham Arena Leisure Centre, providing state of art, environmentally conscious leisure facilities alongside a new Enterprise Centre with 12 office units for local businesses.
- Creation of Upper Saxondale Parish Council, providing residents in the area more direct representation.
- Securing £3.9m Rough Sleepers Initiative award as part of a countywide partnership to extend services to tackle rough sleeping, including health related outreach services.
- Accessing Safer Street funding, securing extra resources to tackle neighbourhood crime, anti-social behaviour as well as violence against women.
- Achievement of 549 successful homelessness preventions, and delivery of homelessness prevention training sessions to over 1653 young people in schools across Rushcliffe since 2019.
- Development at Gresham Sports Park which includes the installation of a second 3G pitch, the resurfacing of the existing 3G pitch, grass pitch improvements and pavilion upgrade.
- Confirmation that 84% of residents were satisfied with their local area as a place to live, via the residents' survey in 2021.

## 2024 - 2027 Strategic Tasks

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

Ensuring that Rushcliffe is represented and benefits, as plans progress for a combined authority for the East Midlands.

The East Midlands Devolution Deal will create the first ever Mayoral Combined County Authority and is expected to bring an extra £38m a year to the East Midlands from 2024, addressing years of historically low investment in the area. The deal also involves the devolving of some powers from a national to a regional level, with the election of a regional Mayor for the East Midlands.

The Council believes it is important to be part of this piece of work which will change the way decisions are made locally. This an opportunity to champion the ability of district councils as well as be part of the process to shape the future combined authority.



### 4. Deliver Rushcliffe's Leisure Strategy 2021-2027.

Making sure that leisure facilities continue to meet the needs of residents over the next four years and beyond.

The Council's excellent leisure facilities are one of the many reasons why the Borough is such a fantastic and well-regarded place to live. The successful delivery of the Leisure Strategy will include:

- Retaining five indoor leisure facilities ensuring they are fit for the future.
- Refurbishment of Cotgrave Leisure Centre and Keyworth Leisure Centre.
- Addressing inequalities in participation, to provide access to sport and recreation for all residents.
- Working in partnership with local health services to support 'the inactive' into regular activity.
- Maintaining the existing local standards for provision of open spaces, children's' play areas and allotments.
- Creating more outdoor wellbeing opportunities including walking and cycling throughout the Borough.

# Sustainable Growth

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

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

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

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



## 2019 - 2023 Key Achievements

- Facilitated the delivery of 3,305 new homes in the Borough since 2019, including 450 at Cotgrave, 1,277 at Sharphill, 429 at Bingham and 115 at RAF Newton.
- Commenced development at Fairham with first the employment buildings handed over to clients, and some of the 3,000 homes approved occupied by Christmas 2023.
- Approved development of a commercial unit, 14,000sqm, for a warehouse and distribution business alongside the A46.
- Facilitated the delivery of 856 new affordable homes.
- Adopted the Local Plan Part 2, allocating 23 housing sites that will deliver around 3,000 new homes.
- Adopted the Ratcliffe on Soar Local Development Order, working with the site owner to shape future plans at the Ratcliffe on Soar Power Station Site after decommissioning in 2024.



## 2024 - 2027 Strategic Tasks

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### **5. Support Uniper in the redevelopment of the Ratcliffe on Soar site, during and post decommissioning of the power station.**

Securing a positive contribution from the site for the Borough and region, post decommissioning of the power station.

The power station, owned by Uniper, will close at the end of September 2024 in line with Government policy to end coal-fired power generation.

The site has the potential to be redeveloped in the best interest of the Borough and wider region, leveraging international investment to pioneer zero-carbon technology, sustainable and low-carbon energy production creating thousands of high-skilled, well-paid jobs.

The Council's involvement includes:

- Helping to shape plans as they develop through the Council's role on the board of the East Midlands Development Corporation.
- Processing detailed planning applications for the site called Certificates of Compliance.
- Working with the landowner on the Local Development Order.
- Taking responsibility for changes to the business rates regime for the site, due to its Freeport status, in the Council's role as the billing authority.

### **6. Implement Levelling-up and Regeneration Bill commitments.**

Fulfilling the Council's obligations to adopt reforms, primarily to the planning system, facilitating more local decision making.

The Council has a legal obligation to comply with relevant legislation. A new Levelling-up and Regeneration Bill is expected in the next year which seeks to change the way powers can be devolved to local authorities and introduces reform to the planning system in England. Once the Bill receives Royal Assent and becomes an Act, there will be a significant number of new regulations relating to the planning process which the Council will have to implement.

The Council will need to consider any new regulations that come forward and determine an approach for adopting them. It is already working to consider the impact of the expected changes but it is not possible to precisely foresee what might be included in the final legislation.



## 2024 - 2027 Strategic Tasks

### 7. Adopt a Greater Nottingham Strategic Plan.

Setting out a strategic vision for future development in the Borough, which will be used to decide future planning applications and other significant planning decisions.

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

Great care has been taken by the Council in its preparation of the Plan to make sure Rushcliffe balances the housing and employment growth with ensuring Rushcliffe remains a place where residents are happy to live.



### 8. Develop and deliver an Economic Growth Strategy for the Borough.

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

To ensure that the local economy remains thriving, the Council will develop and deliver an Economic Growth Strategy for the Borough.

This strategy will help the Council to better understand the diversity of local economies across the Borough and identify where to focus efforts and resources to help businesses build resilience, adapt to new opportunities and improve productivity.



## 2024 - 2027 Strategic Tasks

### **9. Support the delivery of the new employment sites and new homes, including meeting affordable housing targets, at key sites including Fairham, Gamston, RAF Newton and Bingham.**

Providing the right amount, quality and mix of housing and employment sites to ensure the Borough remains a place people want to live and work whilst embracing growth.

The Council needs to support and facilitate the delivery of these key allocated sites. This is to ensure growth is controlled where possible and safeguards against unwanted developments where it does not align with the Council's vision for the Borough.

Each key housing site includes an allocation of employment land sitting alongside it reflecting the fact that with new residents there is a need for new jobs and business opportunities.

The Council's role in the development of these key sites includes:

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

The Council is committed to ensuring that appropriate community infrastructure and the right level of community provision is delivered as part of new homes and employments sites. The Council has, therefore, committed to developing a local community venue for hire within the Sharpill Woods sustainable urban extension, to meet the future needs of the area.



# Efficient Services

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

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

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



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## 2019 - 2023 Key Achievements

- Being shortlisted for Local Authority of the Year 2023 in the MJ Awards, the smallest local authority on the shortlist.
- Remaining the lowest Council Tax authority in Nottinghamshire for band D properties, charging £137.39 in 2023.
- Taking a proactive approach to making grant payments to residents and businesses, was one of only four local authorities that paid out all energy rebates by the end of June 2022 – 36,755 grants paid out totalling £5,513,250.
- Paid £36,014,484 in Covid Grants ensuring residents, businesses and community groups got the support they needed.
- Successfully introducing voter ID for the first time at the 2023 local election with only 0.1% of voters unable to vote due to not presenting a valid photo ID.





## 2024 - 2027 Strategic Tasks

### **10. Deliver good value for money in Council operations for residents.**

A combination of Government funding reductions and uncertainty over future funding, the impact of Covid and more recently high inflation has placed significant pressure on both Council finances and maintaining excellent services. It remains important for the Council to be financially self-sufficient and demonstrate value for money in all areas of operation.

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

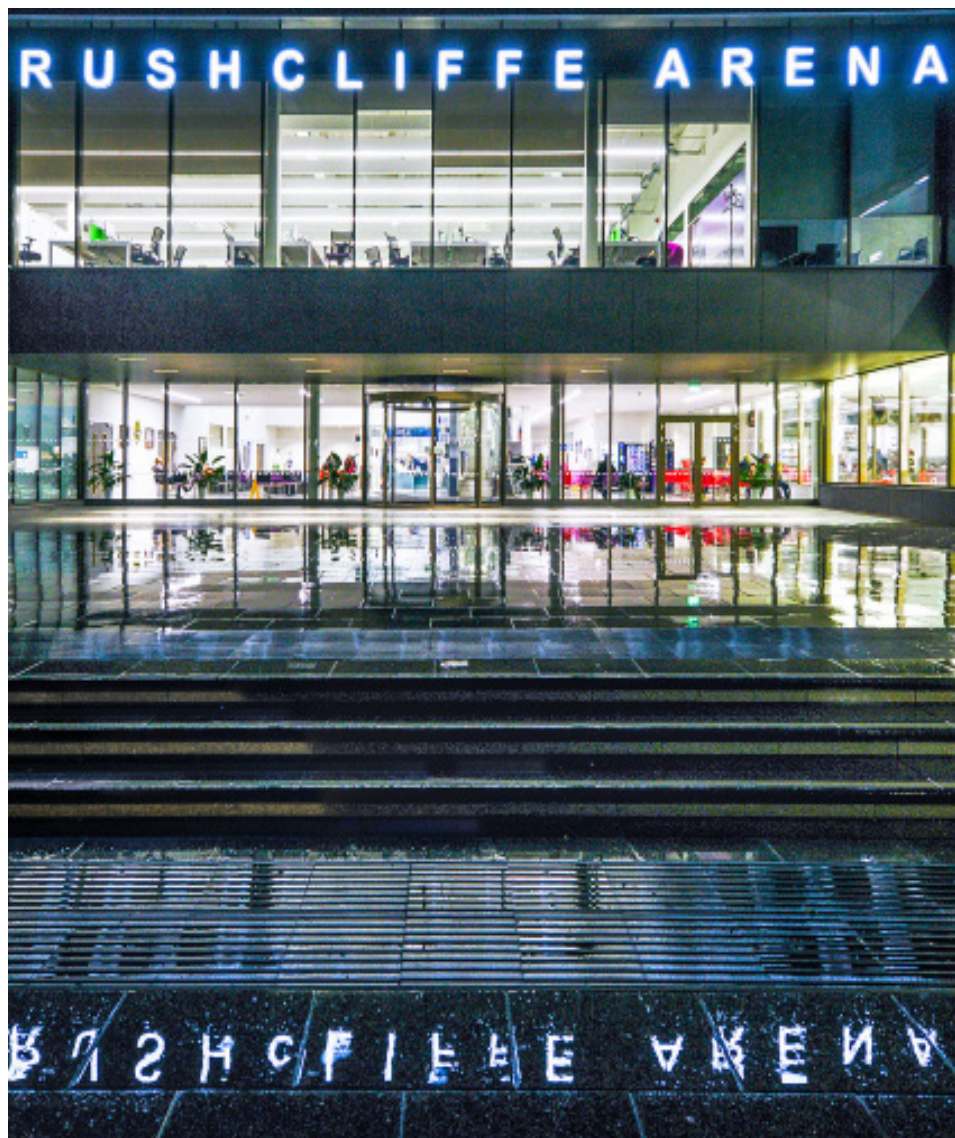
- Deliver a balanced budget.
- Adequately resource the Council's Capital Programme commitments, which must be affordable, sustainable and prudent.
- Receive a positive value for money conclusion from the Council's external auditor.

### **11. Participate in an LGA Corporate Peer Challenge and implement recommendations.**

Ensuring the Council continues to operate effectively and deliver great quality services for residents by inviting external review and implementing its recommendations.

The Council wishes to remain a high performing, well respected local authority that delivers the services its residents need, whilst maintaining financial self-sufficiency. To do this, it periodically invites the Local Government Association (LGA) to conduct a Peer Review. This review will identify what the Council is doing well, but most importantly what it could be doing better.

The LGA Peer Review team will visit Rushcliffe in January 2024. After this, the Council will receive a report with a number of recommendations of ways that it could improve. These recommendations will form the basis of the action plan which the Council will commit to delivering.



## 2024 - 2027 Strategic Tasks

### 12. Conduct a review of the Council's asset base.

Ensuring the Council understands the value and purpose of its assets including property, land, equipment and vehicles and takes decisions arising from the assessments.

The Council must have a comprehensive understanding of its assets with the objective of ensuring they are working for the benefit of the Borough's residents and businesses in delivery of services.

Cyclical reviews and asset challenge are essential to ensure the objective continues to be met: the right assets in the right place at the right cost. Reviewing these assets involves assessing a range of factors, including:

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

These reviews will allow the Council to continue to make informed decisions about the future of its assets, how they are key in linking to effective and efficient service delivery as well as transformation savings and planning for future investment.



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# Corporate Action Plan

2024 - 2027

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**The following action plan sets out the activities and the projects we are dedicated to delivering in line with the corporate priorities and commitments set out in our Corporate Strategy. This action plan will be monitored by our Executive Management Team and by Councillors who sit on the Corporate Overview Scrutiny Group.**

New activities and projects that align to commitments made in the Corporate Strategy will be added to the action plan below as they emerge. Equally, as projects are completed they will be removed from the action plan to ensure it remains current and relevant.

You will always be able to access the most up to date version of the Corporate Strategy and its associated action plan on our [website](#).

# The Environment



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Task	Measures of success	What is the expected completion date?
<b>Deliver Rushcliffe's Climate Change Strategy 2021-2030.</b> Playing our part in tackling climate change and protecting and enhancing nature conservation in the Borough.	The Council will be carbon neutral in its own operations by 2030.	2030
	The nature conservation strategy will be delivered	2025
	Number of green flag accredited parks and open spaces within the Borough will be increased by 50%.	2027
<b>Implement the Environment Act commitments.</b> Fulfilling the Council's obligations as a Local Authority to make environmental improvements in relation to waste, resource efficiency, air quality, water, nature and biodiversity, and conservation.	All required policies will be implemented.	The Act will set delivery dates for all major pieces of legislation.
	The Biodiversity Net Gain duty will be implemented.	
	Further success measures to be added when legislation is published.	
	Review of smoke control areas across the Borough will be completed.	2024
	Compliance with national Air Quality Standards within our two current Air Quality Management Areas will be maintained.	On-going



Task	Measures of success	What is the expected completion date?
<p><b>Be an active partner in the delivery of the East Midlands Devolution Deal.</b></p> <p>Ensuring that Rushcliffe is represented and benefits, as plans progress for a combined authority for the East Midlands.</p>	RBC to have clear and recognisable involvement in the development of the Combined Authority structure via officer and councillor input.	2024
	Evidence that Rushcliffe is benefitting from the East Midlands Combined County Authority.	Ongoing
<p><b>Deliver Rushcliffe's leisure strategy 2021-2027.</b></p> <p>Making sure that leisure facilities continue to meet the needs of our residents, over the next four years and beyond.</p>	The agreed priorities of the leisure strategy and associated playing pitch action plan will be delivered.	2027
	Refurbishment of Keyworth and Cotgrave leisure centres will be completed.	2025
	Review of progress against the existing strategy and visioning exercise to inform the development of the 2027 forward-looking strategy will be completed.	2026



# Sustainable Growth

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Task	Measures of success	What is the expected completion date?
<p><b>Support the redevelopment of the Ratcliffe on Soar site, during and post decommissioning of the power station.</b></p> <p>Ensuring that, post decommissioning of the power station, the site makes a positive contribution to the Borough and the region.</p>	<p>Continued stakeholder engagement at both operational and strategic levels. All relevant Local Development Order Certificates of Compliance processed on time and meet the intended objectives of the LDO.</p>	<p>Power station expected to close in 2024. Redevelopment will continue for many years after this.</p>
<p><b>Implement Levelling-up and Regeneration Bill commitments.</b></p> <p>Fulfilling the Council's obligations as a Local Authority to adopt reforms, primarily to the planning system, facilitating more local decision making.</p>	<p>All required policies enacted.</p> <p>Further success measures to be populated when legislation is published.</p>	<p>The Act will set delivery dates for all major pieces of legislation.</p>
<p><b>Adopt Greater Nottingham Strategic Plan.</b></p> <p>Setting out a vision for future development in the Borough, which will be used to decide future planning applications and other significant planning decisions.</p>	<p>Greater Nottingham Strategic Plan adopted.</p>	<p>October 2025</p>





# Sustainable Growth

page 39

Task	Measures of success	What is the expected completion date?
<p><b>Support the delivery of the new employment sites and new homes, including meeting affordable housing targets, at key sites including Fairham, Gamston, RAF Newton and Bingham.</b></p> <p>Providing the right amount, quality and mix of housing and employment sites to ensure the Borough remains a place people want to live and work.</p>	Targets set by Greater Nottingham Strategic Plan for housing delivery achieved.	2041
	Five-year supply of deliverable housing sites maintained.	On-going
<p><b>Develop and deliver an Economic Growth Strategy for the Borough.</b></p> <p>Ensuring that the local economy remains productive, innovative and sustainable.</p>	Economic Growth Strategy and action plan published.	December 2024
	Further success measures will be created as part of the development of the strategy and action plan	March 2025



# Efficient Services

page 40

Task	Measures of success	What is the expected completion date?
<p><b>Deliver good value for money in Council operations for our residents.</b></p>	Internal audit rating on 'internal control' will remain either moderate or substantial.	On-going
	Positive conclusion on value for money will be received from the Council's external auditors.	
	Percentage of residents believing the Council provides value for money in the 2024 residents' survey will remain the same as 2021, or increase	
<p><b>Participate in an LGA Corporate Peer Challenge and implement recommendations.</b></p> <p>Ensuring we continue to operate effectively and deliver great quality services for our residents, by inviting an external review and implementing recommendations.</p>	LGA Corporate Peer Challenge will be completed, and the action plan published.	August 2024
	LGA Corporate Peer Challenge Action Plan will be delivered.	Date to be added once action plan is published.
	Follow-up LGA Corporate Peer Challenge Review will be undertaken	March 2025



# Efficient Services

Task	Measures of success	What is the expected completion date?
<b>Conduct a review of the Council's property asset base.</b> Ensuring we understand the value and purpose of our assets including property, equipment and vehicles and can make informed decisions about what to do with them.	Programme of reviews will be prepared, including those already taking place.	October 2024
	Checklist of key review criteria will be prepared for each category of assets	March 2025
	Review of all assets will be completed.	October 2026
	Reported to Asset Management Group. Findings to also be reported as required throughout the review process.	December 2026

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**Cabinet**

**Tuesday, 14 November 2023**

**Growth Board Review**

## **Report of the Director Development and Economic Growth**

### **Cabinet Portfolio Holder for Growth and Development, Councillor Brennan**

#### **1. Purpose of report**

- 1.1. This report follows the reports to Cabinet in June 2023 and Growth and Development Scrutiny Committee in October 2023. The report to Cabinet in June set out the process for the review of the growth boards with a recommendation for a report to go to Growth and Development Scrutiny for a review of options for the future structure of the boards.
- 1.2. The report to Growth and Development Scrutiny outlined the review process and a preferred option for the future structure of the boards. This was supported by the Group with a recommendation to Cabinet for approval.
- 1.3. This report is seeking Cabinet's approval for the new structure for the boards as well as the proposed terms of reference.

#### **2. Recommendation**

It is RECOMMENDED that Cabinet

- a) approve the new structure for the boards (paragraph 4.2)
- b) Agree the proposed terms of reference template included as appendix A and B and delegate authority to adapt as necessary to the Director Development and Economic Growth

#### **3. Reasons for Recommendation**

- 3.1. Following a Cabinet recommendation in June 2023, officers carried out a review of the existing local growth boards that the Council has been operating since 2015. This resulted in the development of a proposed new structure which was shared with and supported by Growth and Development Scrutiny Group.
- 3.2. This report is seeking Cabinet's approval for the proposed new structure to enable officers to communicate and implement these changes.

#### 4. Supporting Information

- 4.1. Following the report to Cabinet in June 2023, a review was carried out of the existing local growth boards. This review included a survey (sent to existing board members, councillors and businesses) and a review of the terms of reference of the boards. The report to Growth and Development Scrutiny Group provided insight from the review and a proposed new structure for the boards.
- 4.2. The proposed new structure is set out below and includes:
- Strategic Growth Board which is an existing Board but its objectives have been changed and the revised draft terms of reference has been included at appendix A
  - Development and Community Boards – some of these are existing Boards and some will be new. The focus will be on the new housing being built in the particular area and the terms of reference for the Fairham Board as an example have been included as appendix B
  - Task and finish groups which will be established as required to focus on a particular topic or area of interest. Paragraph 4.8 below sets out some questions that need to be considered before the establishment of new groups
  - Meetings with the 6 largest town/parish councils and West Bridgford Local Area Forum. These will be an opportunity for issues within the local community to be raised with the Council. These are not intended to be operate as formal board and will be smaller meetings with limited attendees and so it is not anticipated terms of reference are required.
- 4.3. The term Growth Board has been used for these boards since 2015; however, as the new structure no longer aligns to the previous delivery model, the boards will no longer be referred to as growth boards. The proposed new structure shared with the Growth and Development Scrutiny Group is as follows:



- 4.4. As Cabinet will be aware, the Fairham, Newton and Sharphill boards already exist. This new structure means:
- East Leake Growth Board no longer meet – issues that arise can still be dealt with via more focussed groups. For example, the Integrated Care Partnership have now arranged monthly meetings of identified stakeholders to progress the health centre development project
  - Bingham Growth Board would no longer meet in its current format – this would switch its focus to the development site. In addition, there is the Bingham car parking group, supported by the Borough Council
  - Radcliffe on Trent Growth Board no longer meet – issues that arise can still be dealt with via more focussed groups
  - West Bridgford Growth Board no longer meet – issues that arise can still be dealt with via more focussed groups.
- 4.5. Members of the Growth and Development Scrutiny Group were supportive of this proposal. Comments that were made included:
- Make sure that objectives for the new boards/groups are clear so people understand why they are there
  - Be realistic with what can be achieved by the boards
  - Consider the links between new development sites and existing town/village centres and ensure the link with existing communities is not lost with the focus on development sites
  - If possible, include neighbouring parish councils in meetings with the larger six.
- 4.6. The above points have been considered and taken into account when developing the draft terms of reference for the boards. Proposed terms of reference have been provided at Appendix A for the revised Strategic Growth Board and Appendix B for one of the development and community boards (Fairham included as an existing board which will be used as the blueprint for future boards). The task and finish group's terms of reference will be shaped by the focus for that group and as they are established terms of reference will be developed as required.
- 4.7. As reflected in the report to Scrutiny, one of the important areas of focus for the Strategic Growth Board will be the development of an economic growth strategy for the Borough. This has been identified as a strategic task within the refreshed Corporate Strategy (subject to approval) and will assist in the identification of priorities for the Board and any task and finish groups.
- 4.8. When considering establishing task and finish groups it is important to reflect the additional areas of work of the Council (as outlined in the two previous reports) to ensure there is no duplication and to effectively manage resources. It is recommended that some key questions should be asked when new groups are proposed:
- Does the area of work/focus align with the objectives of the Strategic Growth Board?
  - Is the Borough Council the right organisation to be leading the work?
  - Is there a clear objective to be delivered/achieved?

- Is the proposed purpose of the group deliverable within a reasonable timescale?
- Does the Strategic Growth Board support the establishment of the Group?

4.9. All the existing boards are supported by officers from the Economic Growth Team, with the changing nature/focus of the Board, consideration will be given to who is best placed to support the new boards. This includes administration as well as project management and delivery. The support will continue to be provided by Borough Council officers and is likely to include other departments; for example, the meetings with parishes may be supported by different directors or service managers, each of whom would lead on the relationship with different areas.

4.10. It is proposed that, subject to Cabinet approval, the Strategic Growth Board meeting scheduled for 4 December 2023 remains and is an opportunity for the Board to consider priorities. In addition, the Bingham development and community board is arranged before the end of the year and meetings set up with the parish/town councils and West Bridgford Local Area Forum.

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

5.1. Included in the report to Growth and Development Scrutiny Group were some alternative options for the future of the boards and the strengths and weaknesses of these options. The preferred option, presented in this report, was supported by the Group.

## **6. Risks and Uncertainties**

6.1. There is a risk that identified organisations or individuals will not engage with the new boards. However, the approach adopted allows more flexibility with the introduction of task and finish group to review membership, objectives etc as required to ensure the right people are involved in relevant discussions.

6.2. There is a risk that there will be requests for a lot of additional meetings which will take a lot of resource to support. This is something that will need to be kept under review to ensure the boards established can be supported and when the remit of a board has been delivered that they do stop meeting to enable other priorities to be focussed on.

## **7. Implications**

### **7.1. Financial Implications**

In 2022, an allocation of £100,000 was made to support the work of the Strategic Growth Board. To date £50,433 of this has been committed of which £30,849 spent and £49,567 uncommitted. Any further funding required would likely be sought from in-year budget efficiencies, via the Strategic Growth Board and ultimately Cabinet approval as existing budgets are utilised.



## 7.2. Legal Implications

There are no legal implications associated with this report.

## 7.3. Equalities Implications

There are no equalities implications associated with this report.

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

There are no crime and disorder implications associated with this report.

## 7.5. Biodiversity Net Gain Implications

There are no biodiversity net gain implications associated with this report.

## 8. Link to Corporate Priorities

The Environment	The Council is committed to sustainable growth and supporting the environment and Growth Boards will operate within this context.
Quality of Life	The Growth Boards' terms of reference demonstrate the range of areas of focus for the boards all of which link to supporting good quality of life for our residents including town centres, infrastructure, education and health.
Efficient Services	The Council has finite financial and staff resources and so needs to work in the most efficient way in relation to the Growth Boards
Sustainable Growth	The Growth Boards' focus has been on supporting the sustainable growth of the Borough, working with stakeholders to create plans delivering outcomes for the Borough's businesses and communities.

## 9. Recommendations

It is RECOMMENDED that Cabinet

- a) approve the new structure for the boards (paragraph 4.2)
- b) Agree the proposed terms of reference template included as appendix A and B and delegate authority to adapt as necessary to the Director Development and Economic Growth

<b>For more information contact:</b>	Catherine Evans Service Manager Economic Growth and Property 0115 914 8552 <a href="mailto:cevans@rushcliffe.gov.uk">cevans@rushcliffe.gov.uk</a>
<b>Background papers available for Inspection:</b>	Cabinet report June 2023 – Process for Growth Board review Growth and Development Scrutiny Report October 2023 – Growth Board review
<b>List of appendices:</b>	Appendix A – Strategic Growth Board draft terms of reference Appendix B – Fairham Board terms of reference

### Purpose

Rushcliffe's Strategic Growth Board is responsible for shaping and enabling growth in Rushcliffe ensuring the opportunity growth brings is maximised for local residents and businesses and new communities are established and integrated.

### Objectives

- Lead, support and deliver the strategic growth agenda for the Borough in line with the key themes of:
  - Major infrastructure (roads, rail and broadband)
  - Business Growth
  - Employment/skill growth
  - Housing Growth
- Develop and support delivery of the Council's Economic Growth Strategy and action plan
- Shape the development boards to bring forward new development that aligns with the aspirations of the Council, has the right infrastructure provision and integrates with existing communities.
- Oversee the development and delivery of the work programmes for task and finish groups to focus on priority areas of economic growth
- Allocate and monitor the Growth Board's budget as determined within the Council's budget
- Commission necessary and relevant pieces of work that will assist in the delivery of the Board's work programme and aid and support delivery of the strategic priorities for economic growth
- Consider issues, provide feedback and support the Leader and the Deputy Leader of the Council when making representations to the appropriate bodies, such as the East Midlands Combined Authority (once established), Local Enterprise Partnership, and the Nottinghamshire Economic Prosperity Committee regarding future priorities and funding applications

### Membership

Membership of the Strategic Growth Board includes:

- Leader of the Council – Chairperson
- Nine elected members - reflecting the Council's political proportionality.
- Nottinghamshire County Councillor

Due to the nature of the Board's work, it will be necessary to ensure sufficient external expertise is available when it gives consideration to specific topics and issues. In view of this, it is proposed that ad-hoc external witnesses and non-voting co-optees to the board would present a pragmatic way of doing this ensuring the relevant expertise, knowledge and experience is available. This includes:

- Nottinghamshire County Council
- D2N2 Local Enterprise Partnership
- Homes England
- Local Universities
- Rushcliffe Business Partnership

Officer support for the Strategic Growth Board will include:

## **Appendix A**

- Chief Executive
- Director Growth and Economic Development
- Service Manager Economic Growth and Property
- Strategic Sites Delivery Officer
- Nottinghamshire County Council nominated officer

### **Meeting frequency and administration**

The Strategic Growth Board will meet quarterly and the hosting, coordination and secretariat support will be provided by Rushcliffe Borough Council

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### Fairham Pastures Board Terms of Reference

#### Purpose

The Fairham Pastures Board is responsible for leading the accelerated delivery of the Fairham Pastures development site, bringing together all partners to help create a high quality development of exceptional new homes and businesses on this critical gateway development.

#### Objectives:

The objectives of the Board are to:

- Achieve the accelerated delivery of the site with the active engagement of all partners.
- Deliver a high quality development on both the housing and employment land, creating communities where people want to live and work.
- Provide direction to ensure clear and consistent communications, consultation and community leadership
- Oversee strategic funding allocations to ensure a good return on investment for both the public and private sector
- Ensure the development integrates with existing developments, surrounding communities and economic plans.
- Provide the strategic direction to the work of the three officer led sub groups (infrastructure, housing and employment) and receive relevant updates on their work.
- Keep the Rushcliffe Strategic Growth Board informed of progress.

#### Membership

Board membership will include the following key partners:

- Rushcliffe Borough Council – Leader, Chief Executive, Executive Manager Communities and Economic Growth Manager
- Nottinghamshire County Council –Senior Councillor and Group Manager Planning
- Nottingham City Council - Senior Councillor and Director of Economic Growth
- D2N2 LEP – Chair and/or Chief Executive
- Homes England – Regional Director
- CWC Group – Land and Planning Director
- Representative from consortium of land owners

Substitutes are permitted and notification of the identified substitute should be given to the meeting organiser.

Additional attendees will be invited as required and approved by the Chair.

#### Governance arrangements

To enable the Board to have open discussions and due to the commercially sensitive nature of some of the items all discussions and subsequent notes of meetings will be treated as strictly private and confidential.

It is proposed that the Board reports, as appropriate, into the Rushcliffe Strategic Growth Board and then on to the Counties Economic Prosperity Committee and the Local Enterprise Partnership as required.

It is anticipated that the Board will meet once a quarter with the individual project groups meeting (see appendix 1) in between as required to ensure momentum is maintained and progress reported to the Board.

### **Resources and support**

There is no financial support that has been identified for the Board. If funding is required the groups will work together to identify and apply for any available funding streams.

The hosting, coordination and secretariat support will be provided by Rushcliffe Borough Council.



Fairham Pastures Governance

FAIRHAM PASTURES BOARD	
<p><b>Membership:</b></p> <ul style="list-style-type: none"> <li>• Rushcliffe Borough Council – Leader and Chief Executive</li> <li>• Nottinghamshire County Council – Senior Councillor and Group Manager Planning</li> <li>• Nottingham City Council - Senior Councillor and Director of Economic Growth</li> <li>• D2N2 LEP – Chair and/or Chief Executive</li> <li>• Homes England – Regional Director</li> <li>• CWC Group – Land and Planning Director</li> <li>• Representative from consortium of land owners</li> </ul>	<p><b>Remit:</b></p> <ul style="list-style-type: none"> <li>• Accelerated delivery of the site with the active engagement of all partners</li> <li>• Ensuring the delivery of a high quality development; housing and employment land</li> <li>• Provide direction on communications, consultation, community leadership</li> <li>• Oversee strategic funding allocations to ensure return on investment for public and private sector</li> </ul>

**UPDATES FOR WARD MEMBERS AND AREA COMMITTEE**  
 Remit: to provide an update to inform Parish Council as required  
**Membership:**  
 RBC – Ward Member and Officer  
 Nottingham City Council – Ward Member and Officer

**MAJOR INFRASTRUCTURE (OFFICER)**  
 Remit: To utilise funding to accelerate delivery of the major infrastructure on and off site.  
**Membership:**  
 RBC  
 Highways England  
 Homes England  
 Nottinghamshire County Council  
 Nottingham City Council  
 MHCLG  
 RBC Delivery Agent

**EMPLOYMENT LAND (OFFICER)**  
 Remit: To deliver a high quality development offering a range of opportunities.  
**Membership:**  
 RBC  
 CWC Group  
 D2N2  
 Invest in Nottinghamshire  
 Nottinghamshire County Council  
 Nottingham City Council  
 Notts Trent University  
 BEIS  
 RBC Employment and Skills Partnership in place to oversee delivery of employment and skills plan

**HOUSING (OFFICER)**  
 Remit: To deliver a high quality development with a suitable mix of housing  
**Membership:**  
 RBC  
 Relevant land owners  
 Homes England  
 Nottinghamshire County Council  
 Nottingham City Council