

Appendix A – Strategic Task Appraisals

<p>Strategic Task:</p>	<p>1. Deliver Rushcliffe’s Climate Change Strategy 2021-2030</p>
<p>Description of the Strategic Task:</p>	<p>Playing our part in tackling climate change and protecting and enhancing nature conservation in the Borough.</p> <p>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.</p> <p>The Climate Change Strategy focuses on three key areas:</p> <ul style="list-style-type: none"> • 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. <p>There are three key documents which support the broader Climate Change Strategy:</p> <ul style="list-style-type: none"> • Carbon Management Plan – this plan sets out the activity we must deliver to achieve our target of being carbon neutral in our own operations by 2030, covering the following 8 themes: <ol style="list-style-type: none"> 1. Property Assets 2. Fleet and Transport 3. Contracts and Procurement 4. Policy and Regulation 5. Waste and Recycling 6. Operational Activities 7. Community and Businesses 8. Offsetting • Nature Conservation Strategy – this strategy sets out how we will protect and enhance nature conservation in Rushcliffe, helping to mitigate the effects of climate change on wildlife and provide ready access to wildlife rich green spaces.

	<ul style="list-style-type: none"> • Tree Management and Protection Policy – this policy covers the management of Council owned trees and also sets out our approach to tree and hedgerow protection.
Strategic Task Objectives:	Deliver the Council’s target of being carbon neutral in our own operations by 2023.
Senior Responsible Officer:	Dave Banks – Director Neighbourhoods [Darryl Burch – Service Manager Neighbourhoods]
Portfolio Holder:	Councillor R Upton - Portfolio Holder for Planning & Housing
Start Date:	Has commenced.
Completion Date:	Work will continue past the end of this Corporate Strategy up to 2030.
Significant Milestones:	<ul style="list-style-type: none"> • Completion of internal energy audit for key assets to inform future external bids for energy saving technology: March 2024 - Complete • Implementation of HVO fuel in RBC fleet: May 2024 - Complete • Completion of the Cotgrave Leisure Centre refurbishment with energy saving technology: March 2025 • Completion of energy improvement works at Sir Julian Cahn Pavilion: July 2025.
Success Measures:	<ul style="list-style-type: none"> • Carbon Neutral in Council operations by 2030. Report on % achieved each year. • Progress against actions within Carbon Management Plan – Report on % ‘completed’ and ‘in progress’ each year. • Reduction in Co2 emissions from Diesel/fuel consumption - 60% by September 2024 • Percentage of available Rushcliffe Biodiversity Support Grant allocated each year – target 100% • No of Local Wildlife Sites (LWS). Target = No net loss of LWS sites
Control or Influence?	Both – we can control the majority of actions contained within the Climate Change Strategy, but some aspects are restricted to influence as these rely on the Council’s ability to change the behaviour of residents or local businesses.

Link to Corporate Priorities	Environment
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Strategic Task:	2. Implement the Environment Act Commitments
Description of the Strategic Task:	<p>The Environment Act received Royal Assent on 9 November 2021 although many of the key changes required additional legislation. Sufficient detail is now available to allow the Council to start implementing the changes required by the Act.</p> <p>These are wide ranging across all Waste and Fleet services, Community Development and Environmental Health, and include:</p> <ul style="list-style-type: none"> • Weekly kerbside food waste collections. • Kerbside glass collections. • Changes to the items residents can recycle in the blue bin. • Greater consistency on what can be recycled. • An increase in the types of plastics that can be recycled. • A duty to increase Bio-Diversity across the Borough. • Communications campaigns leading to resident behavioural change. • Clean air zones across the Borough. <p>The Council has a statutory duty to comply with national legislation.</p>
Strategic Task Objectives:	<p>Deliver the changes introduced in the Environment Act 2021, including:</p> <ul style="list-style-type: none"> • Reduce the amount of waste sent to landfill. • Increase the amount of waste that is recycled in the Borough. • Reduce the impact on environment. • Improve local air quality and health outcomes.
Senior Responsible Officer:	Dave Banks – Director Neighbourhoods [Darryl Burch – Service Manager Neighbourhoods; Geoff Carpenter – Service Manager Public Protection]
Portfolio Holder:	Councillor R Inglis - Portfolio Holder for Environment & Safety
Start Date:	Commenced
Completion Date:	December 2027

Significant Milestones:	<ul style="list-style-type: none"> • Review Smoke Control Areas: May 2024 - Complete • Kerbside glass collections to commence: April 2026 • Review Smoke Control Areas: October 2026 • Weekly kerbside food waste collections to commence: October 2027
Success Measures:	<ul style="list-style-type: none"> • Increase Bio-Diversity within the Borough by 10% • Percentage of household waste sent for reuse, recycling and composting. • Residual waste collected per household, in kilos. • Annual mean concentration of PM2.5 concentrations of 12 micrograms per metre cubed ($\mu\text{g}/\text{m}^3$) or below by January 2028 • Reduce average population exposure to PM2.5 concentrations by 22% by January 2028 when compared to 2018 baseline data
Control or Influence?	Control
Link to Corporate Priorities	Environment

Strategic Task:	3. Be an active partner in the delivery of the East Midlands Devolution Deal
Description of the Strategic Task:	<p>To be part of an important new organisation which will change the way some strategic decisions are made in the East Midlands. This is an opportunity to champion the ability of district councils as well as be part of the process to shape the future combined authority.</p> <p>The new East Midlands Combine County Authority (EMCCA) will bring in additional funding for the region that can't otherwise be accessed (such as regional transportation links). It equates to a £1.14billion funding deal (an extra £38m per year to East Midlands) as well as the Adult Education Budget. The deal also involves the devolvement of powers moved from national to region level in exchange for the election of a regional Mayor.</p> <p>The Devolution Deal will see a new legal entity created which covers the geographic areas of Derby City, Derbyshire, Nottingham City and Nottinghamshire.</p> <p>The key areas of work that the Combined Authority will be involved in are Transport and infrastructure, Economic</p>

	<p>growth and inward investment, Skills and Adult Education, Housing and land use and Environment.</p> <p>Rushcliffe is keen that the voice of district level authorities is heard and that they have a part in delivering future ambitions. The Chief Executive and Leader attend the Economic Prosperity Committee (Nottinghamshire) and will attend any events open to all Local Authorities.</p> <p>It is expected that RBC will have a place on some of the combined authority's sub-committees.</p> <p>The EMCCA will link to the work of the Freeport and the Development Corporation and Ratcliffe on Soar Power Station will be a key site.</p> <p>Rushcliffe's strategic housing sites such as Gamston and Fairham may be able to benefit from investment. Also the potential for considering the extension of the tram to East Midlands Parkway.</p> <p>Already Rushcliffe has benefitted from £580k of funding via the Devolution Deal for retrofit of housing in the borough. We are also in the process of procuring a Local Area Energy Plan for Rushcliffe, part of a wider D2N2 project.</p>
Strategic Task Objectives:	<ul style="list-style-type: none"> • Additional funding for the East Midlands region to enable the delivery of cross boundary infrastructure projects, delivery of affordable housing and regeneration across the East Midlands. • Levelling up for the East Midlands and local control over budgets to invest in priorities for the region.
Senior Responsible Officer:	Kath Marriott – Chief Executive [Gemma Dennis – Monitoring Officer]
Portfolio Holder:	Councillor N Clarke – Leader of the Council & Portfolio Holder for Strategic & Borough-wide Leadership
Start Date:	Has commenced
Completion Date:	To be reviewed after 2 years
Significant Milestones:	<ul style="list-style-type: none"> • Signing of the Devolution Deal: 2022 • Election of Mayor: May 2024 • Creation of final Combined Authority: post May 2024
Success Measures	<ul style="list-style-type: none"> • Investment in infrastructure within the Borough which is a direct result of the funding provided as part of this deal from Central Government. • Improvements in infrastructure, transport links, facilities within the Borough

	<ul style="list-style-type: none"> • Regeneration projects undertaken. • Additional housing retrofit projects. • Completion of the Local Area Energy Plans
Control or Influence?	Influence
Link to Corporate Priorities	Quality of Life

Strategic Task:	4. Deliver Rushcliffe's Leisure Strategy 2021-2027
Description of the Strategic Task:	<p>The Council's excellent leisure facilities are one of the central pillars of its Quality-of-Life priority focused on making the Borough an excellent place to live.</p> <p>A number of significant milestones within the Leisure Strategy will be reached over the lifespan of this Corporate Strategy including:</p> <ul style="list-style-type: none"> • 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 • Reviewing the Leisure Strategy to ensure it is fit for purpose and meeting the needs of residents.
Strategic Task Objectives:	<ul style="list-style-type: none"> • Deliver quality leisure facilities in support of the Council's Quality of Life priority. • Support Rushcliffe residents to become fitter and more active reducing the burden on the NHS and living longer, more rewarding lives. • Reprocure the leisure contract to ensure continued delivery of money well managed sports and leisure facilities

Senior Responsible Officer:	Dave Banks – Director Neighbourhoods [Darryl Burch – Service Manager Neighbourhoods]
Portfolio Holder:	Councillor J Wheeler - Portfolio Holder for Leisure & Wellbeing, ICT & Member Development
Start Date:	Task has already commenced
Completion Date:	To be completed by December 2027
Significant Milestones:	<ul style="list-style-type: none"> • Complete the refurbishment of Cotgrave Leisure Centre: 31 March 2025 • Complete the refurbishment of Keyworth Leisure Centre: 31 July 2025 • Reprocure the leisure contract: 31 July 2027 • Review, rewrite and adopt a new Leisure Strategy: December 2027 • Review, rewrite and adopt a new Play Strategy: March 2026 • New leisure contractor appointed: 31 July 2027
Success Measures:	<ul style="list-style-type: none"> • 55,000kwh solar power generated at Cotgrave Leisure Centre in year by March 2025 • £25,000 p/a reduction in utility costs at Cotgrave Leisure by March 2026 • 3% increase in usage of Cotgrave and Keyworth Leisure Centres by March 2027 • Improved levels of activity in the Rushcliffe Borough as recorded by the Sport England Active Lives data tables
Control or Influence?	Control
Link to Corporate Priorities	Quality of Life

Strategic Task:	5. Support the redevelopment of the Ratcliffe on Soar site, post decommissioning of the power station.
Description of the Strategic Task:	<p>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.</p> <p>The site is 270 hectares and sits at the gateway of Rushcliffe on the A453. It is also adjacent to East Midlands Parkway.</p>

	<p>The power station is an important landmark, employer and business rates payer in the Borough.</p> <p>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.</p> <p>RBC's involvement includes:</p> <ul style="list-style-type: none"> • Processing detailed planning application for the site – if/when one comes in. • Role in Development Corporation – RBC sits on the Board, helping shape the vision etc. It is anticipated that the DevCo work will link into the work of the East Midlands Combined County Authority in the future • Role in the Freeport – RBC is a director of the Freeport. • Business rates retention work – the retained business rates from the Freeport will be used for strategic infrastructure to promote growth in the East Midlands.
Strategic Task Objectives:	A redeveloped RoS site which makes a positive contribution to the Borough, through jobs and business rates, and to the region and the UK with pioneering approach to low carbon tech and energy generation.
Senior Responsible Officer:	Kath Marriott – Chief Executive
Portfolio Holder:	Councillor N Clarke - Leader of the Council & Portfolio Holder for Strategic & Borough-wide Leadership
Start Date:	Has commenced
Completion Date:	2034-2040
Significant Milestones:	<ul style="list-style-type: none"> • Local Development Order: July 2023 - Complete • East Midlands Development Company consultation on its wider vision for the future which include this site: December 2023 - Complete • Freeport status confirmed – Complete • RBC Business Rates Relief policy – June 2024 • Decommissioning of the site: September 2024 - September 2030 • First planning application received – outside our control • Development commences on site – outside out control
Success Measures:	<ul style="list-style-type: none"> • Numbers of jobs created onsite.

	<ul style="list-style-type: none"> • Number of planning permissions granted/ percentage of developable area. • Percentage of former power station demolished. • Business Rates income received in line with business plan
Control or Influence?	<p>The Council has no direct control over the redevelopment of the site as we do not own the site. However, the Council has a strong influencing role to play, particularly in the Development Corporation and Freeport.</p> <p>The Council has control with regards to the granting on planning permissions.</p>
Link to Corporate Priorities	Sustainable Growth

Strategic Task:	6. Implement Levelling-up and Regeneration Act Commitments
Description of the Strategic Task:	<p>The Levelling-up and Regeneration Bill received Royal Assent on 26 October 2023 and is now the Levelling-up and Regeneration Act.</p> <p>The Act covers a range of changes spanning planning policy, development management, and enforcement including:</p> <ul style="list-style-type: none"> • Digital transformation – streamlining processes and introducing more electronic solutions. • Enhanced environmental regulations linked to the Environment Act including environmental outcome reports, replacing Sustainability Appraisals and EIA assessments. • Infrastructure levy – potentially replacing CIL and s106 and requirement for Infrastructure Delivery Strategies • Reforming the Local Plan process to introduce Local and Supplementary Plans • Introduction of national policies on greenbelt and heritage protection • Requirement to publish a local Design Code • Introduction of Neighbourhood Priorities Statements • Removal of the requirement to demonstrate a 5-year housing supply. • Increased planning fees • Introduction of commencement notices • Requirement to engage with communities on some developments pre-application. • Introduction of 'street vote' to govern development within a street.

	<ul style="list-style-type: none"> • Extension of the window for enforcement from 4 years to 10 years • Introduction of enforcement warning notices and an extension of stop notices from 28 days to 56 days. • Increased financial penalties for enforcement fines and retrospective planning applications. • 10-year time limit for all enforcement action in England • Powers to vary planning permissions to allow greater flexibility for non-substantial changes. <p>Some of the above will require additional national guidance or legislation before implementation and timelines are not currently known.</p> <p>The Council has a statutory duty to comply with national legislation.</p>
Strategic Task Objectives:	Deliver the changes introduced in the Levelling-up and Regeneration Act 2023.
Senior Responsible Officer:	Leanne Ashmore, Director – Development and Economic Growth [Helen Knott, Service Manager – Planning]
Portfolio Holder:	Councillor R Upton - Portfolio Holder for Planning & Housing
Start Date:	Commenced
Completion Date:	Unknown at present
Significant Milestones:	As the legislation was approved just before the end of 2023, the timescales for implementing various parts of the Act are, as yet, unknown. This area will be updated as this information becomes available.
Success Measures:	<ul style="list-style-type: none"> • Compliance with national legislation and implementation of any changes to the work processes of the Planning Service. • Enhancement of the service by improvements to website and more digitally enhanced infrastructure to support the service, such as GIS facilities on the website for members of the public and other stakeholders to have access to and more clarity and openness of data. • Publication of a Local Design Code (2025) • Implementation of digital improvements – Enterprise, GIS tools, AI, Website Enhancements • Development of Infrastructure Delivery Strategy
Control or Influence?	Control

Link to Corporate Priorities	Sustainable Growth
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Strategic Task:	7. Adopt a revised Greater Nottingham Strategic Plan
Description of the Strategic Task:	<p>The Greater Nottingham Strategic Plan (GNSP) is being developed in partnership with Broxtowe Borough, Nottingham City and Gedling Borough councils and will replace Local Plan Part 1 Rushcliffe Core Strategy. The GNSP will cover the plan period 2023 to 2041.</p> <p>The Plan will look collectively at how Greater Nottingham's longer-term development needs can be met up to 2041. The plan will contain a vision for the area and strategic policies identifying the amount and distribution of development and infrastructure across the four local planning authority areas.</p>
Strategic Task Objectives:	<ul style="list-style-type: none"> • Publication of Final Draft Plan – late September / early October 2024 • Submission of Plan for Public Examination – March 2025 • Examination, including public hearings – April 2025 • Receipt of Inspectors Report – March 2026 • Adopt the Greater Nottingham Strategic Plan by June 2026
Senior Responsible Officer:	Leanne Ashmore, Director – Development and Economic Growth [Helen Knott, Service Manager – Planning]
Portfolio Holder:	Councillor R Upton - Portfolio Holder for Planning & Housing
Start Date:	Commenced
Completion Date:	June 2026
Significant Milestones:	<ul style="list-style-type: none"> • Publication of Final Draft Plan – late September / early October 2024 • Submission of Plan for Public Examination – March 2025 • Examination, including public hearings – April 2025 • Receipt of Inspectors Report – March 2026 • Adopt the Greater Nottingham Strategic Plan by June 2026
Success Measures:	<ul style="list-style-type: none"> • Greater Nottingham Strategic Plan adopted by June 2026

	<ul style="list-style-type: none"> • Implementation of Policies within the Greater Nottingham Strategic Plan • Delivery of housing and employment land against targets
Control or Influence?	Control - the Council is leading on this task (in partnership with other Greater Nottingham authorities). It is within our collective power to create a final draft of the GNSP, but it is for the Planning Inspectorate to approve.
Link to Corporate Priorities	Sustainable Growth

Strategic Task:	8. Develop and Deliver Economic Growth Strategy for the Borough
Description of the Strategic Task:	<p>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, work, socialise and access services.</p> <p>To ensure that the local economy remains thriving, the Council will develop and deliver an Economic Growth Strategy for the Borough.</p> <p>This strategy and supporting action plan will help the Council to identify where to focus efforts and resources to help businesses build resilience, adapt to new opportunities and improve productivity.</p> <p>The strategy will also ensure that the Council has a clear understanding of Rushcliffe's economy not just at a local level, but also how it fits within the regional economy. Showcasing the opportunity that Rushcliffe presents for future investment to support it in playing a pivotal role for the region's economy.</p> <p>The strategy is expected to focus on the priority areas of:</p> <ul style="list-style-type: none"> • Place and Experience • Investment and Infrastructure • Business Support, Growth and Skills <p>The development of the strategy will expand on these priority areas, exploring opportunities and challenges and identifying deliverable actions for each, which will be captured in the supporting action plan.</p>
Strategic Task Objectives:	To promote ambitious and sustainable economic growth, driving regional opportunities to deliver a prosperous and thriving local economy, place to live and visit while retaining the unique local heritage and character of the Borough.

Senior Responsible Officer:	Leanne Ashmore, Director – Development and Economic Growth [Catherine Evans, Service Manager – Economic Growth and Property]
Portfolio Holder:	Councillor Abby Brennan - Deputy Leader & Portfolio Holder for Business & Growth
Start Date:	February 2024
Completion Date:	2028
Significant Milestones:	<ul style="list-style-type: none"> • Consultation on Priorities: March: April 2024 – In progress. • Draft Strategy presented to Strategic Growth Board: June 2024 • Consultation on Draft Document: June 2024 • Draft Strategy to Cabinet: July 2024 • Final Strategy to Cabinet: September 2024 • Development of supporting action plan (with identification of outputs for monitoring), in consultation with Strategic Growth Board: September 2024 • Delivery of action plan: October 2024 onwards
Success Measures:	To be populated following adoption of action plan
Control or Influence?	Control
Link to Corporate Priorities	Sustainable Growth

Strategic Task:	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.
Description of the Strategic Task:	<p>The Local Plan – Part One allocated sites within the Borough to facilitate the required level of development as determined using the government's standard method of housing needs. These sites are at Fairham, Gamston, RAF Newton and Bingham. Some of these sites also allocate land for employment development to ensure there is capacity for existing businesses to grow within the Borough and to attract new businesses to the Borough.</p> <p>It is important that the Council supports the delivery of these strategic sites, despite not being responsible for</p>

	<p>developing them. The allocated sites ensure delivery of new homes in the right location and provides the Council with a pipeline of new homes, putting the Council in a stronger position to safeguard against unwanted development in other areas.</p> <p>The Council's influencing role includes:</p> <ul style="list-style-type: none"> • Facilitating and supporting co-operation between partners on larger development sites ensuring required infrastructure is in place, barriers to development are removed or minimised, and that the needs of local communities are met. • Receiving and making decisions on planning applications submitted by developers for these strategic sites in a timely manner ensuring appropriate resources are in place for specialist subjects which may be required such as design, landscaping, cost consultants, etc • Negotiating and agreeing CIL and s106 contributions to ensure necessary infrastructure is adequately funded. • Ensuring developers are meeting the Council's minimum standards for affordable housing on all strategic sites. • Working with developers to help ensuring development provides a cohesive community and sense of place • Promoting good practice by developers and management companies in discharging their responsibilities in the management of open spaces and infrastructure on new housing developments • Ensuring continued dialogue with key stakeholders of a site continues throughout the planning and building process of a development. • Facilitating discussion between local stakeholders, landowners, agents, developers and businesses to attract investment into the Borough. Supporting the creation of new employment opportunities in the Borough. • Work with other agencies e.g. EMCCA, County Council to promote the Borough as place to do business and showcase the opportunity the area presents for business and investment.
<p>Strategic Task Objectives:</p>	<ul style="list-style-type: none"> • Facilitate the delivery new homes and employment properties on identified strategic sites within the Borough by 2028.

	<ul style="list-style-type: none"> • Ensure that the correct mix of new homes are built to meet the needs of the community including the minimum levels of affordable housing. • Support developers on strategic sites to identify opportunities for businesses wishing to grow within/relocate or enter the Borough, to allow development sites to reflect the needs of businesses. • Ensure the correct infrastructure is secured both on and off site for each development and delivered at the appropriate time to facilitate a new community not just a new development.
Senior Responsible Officer:	Leanne Ashmore, Director – Development and Economic Growth [Helen Knott, Service Manager – Planning]
Portfolio Holder:	Councillor R Upton
Start Date:	Commenced
Completion Date:	December 2028
Significant Milestones:	<ul style="list-style-type: none"> • Conduct regular meetings of Development and Community Boards – Fairham, Newton, Edwalton and Bingham (quarterly meetings). • Commercial developers and land agents’ forum to support the development of employment land – Dec 2024 • Adoption of Gamston SPD • Careful management oversight and monitoring of these developments to ensure development is being built and implemented correctly and triggers of the Section 106 are being met.
Success Measure:	<ul style="list-style-type: none"> • Completion of 13,500 new homes in the Borough over the lifetime of Local Plan up to 2028 • Delivery of 67,900 sqm office space and a minimum supply of 20 ha new industrial and warehouse employment (gross)
Control or Influence?	Influence
Link to Corporate Priorities	Sustainable Growth
Strategic Task:	10. Deliver good value for money in Council operations for residents
Description of the Strategic Task:	A combination of Government funding reductions and uncertainty over future funding, the impact of Covid and

	<p>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.</p> <p>In each year of this Corporate Strategy, the Council will:</p> <ul style="list-style-type: none"> • Deliver a balanced budget and accompanying Transformation and Efficiency strategy also dovetailing as the Council's Productivity Plan. • 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. • Apply for external funding for specific projects wherever possible to supplement the budget. • Ensure Internal Audit ratings on 'Internal Control' are either Moderate or Substantial.
Strategic Task Objectives:	<ul style="list-style-type: none"> • Be financially self-sufficient despite increasing financial pressures across the sector, with a balanced budget limiting the use of reserves to balance the revenue budget. • Deliver high levels of performance across all its services and strategic objectives. • Reduce waste and increase productivity across the full range of Council services
Senior Responsible Officer:	Peter Linfield, Director – Finance and Corporate Services [Sarah Whittaker, Service Manager – Finance]
Portfolio Holder:	Councillor D Virdi - Portfolio Holder for Finance, Transformation and Governance
Start Date:	1 April 2024 and every year thereafter
Completion Date:	31 March 2028
Significant Milestones:	<ul style="list-style-type: none"> • Statement of accounts to be produced: 31 May. • Audit to be complete: 30 September. • Budget set: 11 March • Productivity Plan draft proposals: mid-November
Success Measures:	<ul style="list-style-type: none"> • Deliver a balanced budget by 31 March each year. • Ensure the quarterly monitoring remains within budget. • Council Tax increases are set to maximise referendum limits, currently £5 or 3% whichever is the higher with

	<p>the Council remaining in the lowest quartile for a Band D property.</p> <ul style="list-style-type: none"> • Maintain Internal Audit positive opinions. • Receive an unqualified opinion from External Audit on the accounts and VFM. • Maintain collection rates for Council Tax and NNDR above 99% • Revenue expenditure within budget • Capital programme on target. • Favourable investment income rates against SONIA • Return on commercial investments above long-term investments in the bank. • Transformation and Efficiency Plan on target and the Council retains an in-year healthy budget position (ie budget efficiency position).
Control or Influence?	Control
Link to Corporate Priorities	Efficient Services

Strategic Task:	11. Participate in an LGA Corporate Peer Challenge and implement recommendations
Description of the Strategic Task:	<p>To ensure the Council continues to operate effectively and deliver great quality services for residents, it is inviting external review and will look to implement recommendations.</p> <p>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.</p> <p>The LGA Peer Review team visited Rushcliffe in January 2024. After this, the Council received a report with a number of recommendations of ways that it could improve. These recommendations form the basis of the action plan which the Council will commit to delivering.</p>
Strategic Task Objectives:	<ul style="list-style-type: none"> • Maintain position as well-respected local authority within the sector.

	<ul style="list-style-type: none"> Identify opportunities for improvement to ensure the Council continues to deliver the best quality services for residents.
Senior Responsible Officer:	Kath Marriott – Chief Executive
Portfolio Holder:	Councillor N Clarke - Leader of the Council & Portfolio Holder for Strategic & Borough-wide Leadership
Start Date:	January 2024
Completion Date:	January 2025
Significant Milestones:	<ul style="list-style-type: none"> On-site Peer Challenge: January 2024 – Complete CPC report and RBC action plan published: April 2024 – Complete CPC follow up visit: October 2024 CPC follow up report published: January 2025
Success Measures:	<ul style="list-style-type: none"> Peer Challenge report published. Action Plan delivered.
Control or Influence?	Control
Link to Corporate Priorities	Efficient Services

Strategic Task:	12. Conduct a review of the Council’s asset base
Description of the Strategic Task:	<p>This review will ensure that the Council has a comprehensive and up to date understanding of the value and performance of all assets, to ensure they are working for the benefit of the Borough, both operationally and financially.</p> <p>These reviews will allow the Council to continue to make informed decisions about the future of its assets, linking to effective and efficient service delivery as well as transformation savings and planning for future investment.</p> <p>The Council’s assets fall into one of eight categories (Balance Sheet values at 31/03/23 in parentheses):</p> <ul style="list-style-type: none"> Community (e.g. allotments - £0.3m) Intangible (e.g. software licences - £0.1m) Infrastructure (e.g. footpaths - £2.3m) Investment land and properties (£31m) Vehicle, plant and equipment (VPE) (£4.16m) Assets under construction (£0.04m)

- Operational land and buildings (£71m)
- Heritage assets (e.g. war memorial - £0.11m)

Due to materiality, the following will not be within scope:

Intangible assets and Heritage assets, Community Assets and Assets Under Construction.

VPE is not included in the core scope of this review but is subject to an ongoing review and replacement programme. VPE will need to be continually reviewed in coming years in light of both carbon reduction ambitions and available and affordable technology, but also forthcoming legislative changes as a result of the Environment.

Investment land and property is already considered by Governance Scrutiny Group every 2 years; therefore the review of this set of assets will form part of the next review due in Dec 2025.

Whilst we have much information about the capital value of assets the purpose of this review will be to consider not just the capital value, but also the following factors:

- How well is the asset serving its intended purpose?
That might be in delivering a particular Council service, or that might be to deliver a financial return for the Council to be reinvested in service delivery.
- What is the condition of the asset and what is the current and future cost of retaining the asset? It is important to consider the costs associated with retaining assets and whether these are proportionate to the value the assets deliver (both financial and operational).
- How is the asset contributing (either positively or negatively) to our commitment to be carbon neutral in our own operations?
- Are there any barriers to considering alternative options for the future of the asset?
- Are there opportunities or risks associated with this asset that have not yet been considered, ultimately is the asset providing good value for money for the tax payer?

Once assets have been reviewed, decisions can be taken about their future. Options may include:

- Retain as is - Assets that will continue to be used in the same way as they are currently.
- Retain but needs new strategy - Where assets are to be retained but different management arrangements

	<p>would improve income/ reduce running costs/ improve service delivery.</p> <ul style="list-style-type: none"> • Disposal or alternative funding – Assets to be sold to generate capital receipt, in consideration against the MTFS and the alternative of borrowing or leasing (in the case of vehicles) • Review further – Where there is not enough information to take an informed decision at this stage, or where there are external factors which must be resolved before a conclusion can be reached. <p>Process:</p> <p>The review will be conducted over the life of this Corporate Strategy with each category of asset being considered in sequence. Each category will require its own assessment methodology, which will be determined in line with both CIPFA and RICS best practice.</p> <p>It is expected that a minimum level of assessment will be conducted on all assets in scope (considering materiality i.e. relative value) and on a risk basis more detailed reviews of particular assets.</p> <p>Given the scope set out above the following categories will be assessed:</p> <ul style="list-style-type: none"> • Operational land and buildings (a stratified approach covering different groups of assets eg Car Parks, Leisure Centres, Community Halls) • Investment land and properties (as part of the next Governance Group Review) <p>As decision points arise (and categories of asset review are completed) then there will be reports to Scrutiny and separate reports to Cabinet dependent on scrutiny findings or recommendations. There may be other discrete reviews (e.g. Community Halls) which will support this project. There will be an overriding report to Cabinet and Corporate Overview Group on completion of the work.</p>
<p>Strategic Task Objectives:</p>	<ul style="list-style-type: none"> • Ensure assets are performing and serving their intended purpose. • Demonstrate value for money through the Council's property portfolio where cost justifies the benefits. • Demonstrate good asset management. • Identify opportunities to dispose of assets to generate capital receipts. • Support the Council's commitment to operational net-zero by 2030.

Senior Responsible Officer:	Peter Linfield – Director Finance and Corporate Services (S151)
Portfolio Holder:	Councillor D Viridi - Portfolio Holder for Finance, Transformation and Governance
Start Date:	2024
Completion Date:	2027
Significant Milestones:	<ul style="list-style-type: none"> • Property Asset Review to Governance Scrutiny Group (to inform review of investment land and properties): February 2024 – Complete • Heat Decarbonisation Plans prepared for key RBC operational assets (to inform review of operational land and properties): Jan 2024 – Complete • Review of operational land and buildings: June 2024 to June 2025 • Review of investment land and properties: February 2026
Success Measures:	<ul style="list-style-type: none"> • Review of asset classes within scope – % completed. • Delivery of action plan for change in asset use or disposal of assets dependent upon findings
Control or Influence?	Control
Link to Corporate Priorities	Efficient Services