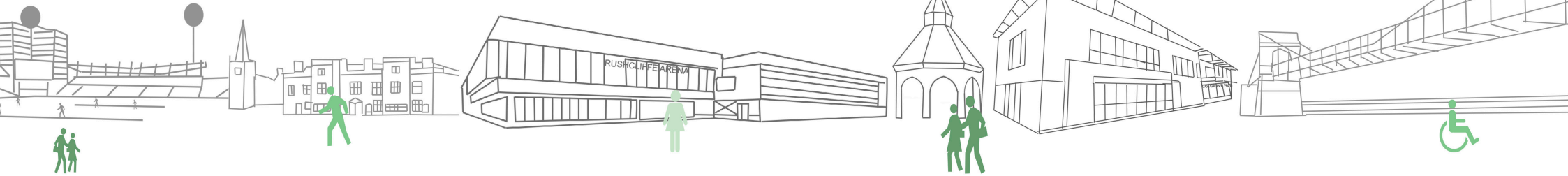




Rushcliffe
Borough Council



Rushcliffe Borough Council

Corporate Strategy

2019- 2023

RUSHCLIFFE - GREAT PLACE • GREAT LIFESTYLE • GREAT SPORT

CONTENTS

Welcome to our Corporate Strategy, which takes a brief look back over the past three years, before looking forward and sharing with you our plans for the next 4 years and beyond.

Here's what you'll find inside:

- **Introduction from the Leader and Chief Executive**
 - **Our Journey since 2016**
 - **Our Highlights**
- **Did you know, that in the last year Rushcliffe...?**
 - **Our Current Financial Position**
 - **A Living Strategy**
 - **Action Plan for 2019 onwards**

INTRODUCTION FROM THE LEADER AND CHIEF EXECUTIVE



As a Council, we are working harder than ever to support a sustainable, productive and prosperous Rushcliffe, a place where people are proud to live, work and do business.

As well as continuing to provide the statutory services you would expect of your Council e.g. emptying your bins, delivering planning, leisure and environmental health services and providing benefits and housing services, over the next four years we are proud to say we will also be:

- **Ensuring there is a resilient Medium Term Financial Strategy**, covering the next four years, which will support the ambitions of the Council contained in this Corporate Strategy. Given the backdrop of uncertainty concerning future local government funding and changes to the business rates system, we recognise the importance of being adaptable and ready to change in a way that supports and enhances the lives of our residents.
- **Actively working to welcome new businesses and support existing businesses, big and small, to thrive.** Businesses are the beating heart of many of our communities, keeping our economy booming, providing jobs for you as our residents and choice for you as consumers. Supporting businesses is a key part of our commitment to ensuring our high streets and local communities continue to prosper.
- **Operating in an ever more transparent manner, ensuring residents feel fully informed and involved in decision making.** We have implemented citizens' questions, the opportunity for citizens to ask questions at the beginning of the Council's Cabinet meetings and ordinary meetings of Full Council and the opportunity for applicants and objectors to speak at Planning Committee. We are committed to further increasing the transparency, openness and accessibility of the democratic process.
- **Maximising our role within the wider public and private landscape** of Nottinghamshire, the East Midlands and the UK, working in partnership more effectively, to deliver the best for you. We are clear that true collaborative working means that sometimes we will be leading and sometimes we will be taking the lead from partners and supporting others to deliver what our communities need.
- **Committed to playing our part in delivering housing growth in a sustainable way.** By 2028, Central Government has dictated that we should have facilitated the delivery of 13,150 additional houses in Rushcliffe. Nearly 3,000 have already been built. We want to ensure that we are helping to form new communities, supporting improvements to infrastructure, such as transport links, and creating employment opportunities while maintaining high environmental standards so that we can all enjoy the place we live.
- **Considering the impact we all have on the environment**, making responsible decisions, prioritising what we can do to fulfil the global ambition to become carbon neutral and supporting green infrastructure to protect our green environment for future generations to enjoy.
- **Continuing to deliver the quality services you expect**, but perhaps in new ways, making better use of technology to give you more choice in how and when you interact with us

OUR JOURNEY SINCE 2016:

2016




Sharphill residential development started

Councillor Simon Robinson elected as Leader, bringing new vision and drive

Planning Peer Challenge - our planning services was scrutinised and found to be performing well, some recommendations were made which have been adopted.

2017




Rushcliffe Arena - £16m brand new leisure centre and civic office opened



Town centre Growth Boards developed, to help support growing towns in our Borough

2018




Granted 4th largest outline planning permission in the UK, at Fairham

£
Adoption of Asset Investment Strategy, which supports and guides decisions around asset acquisitions.



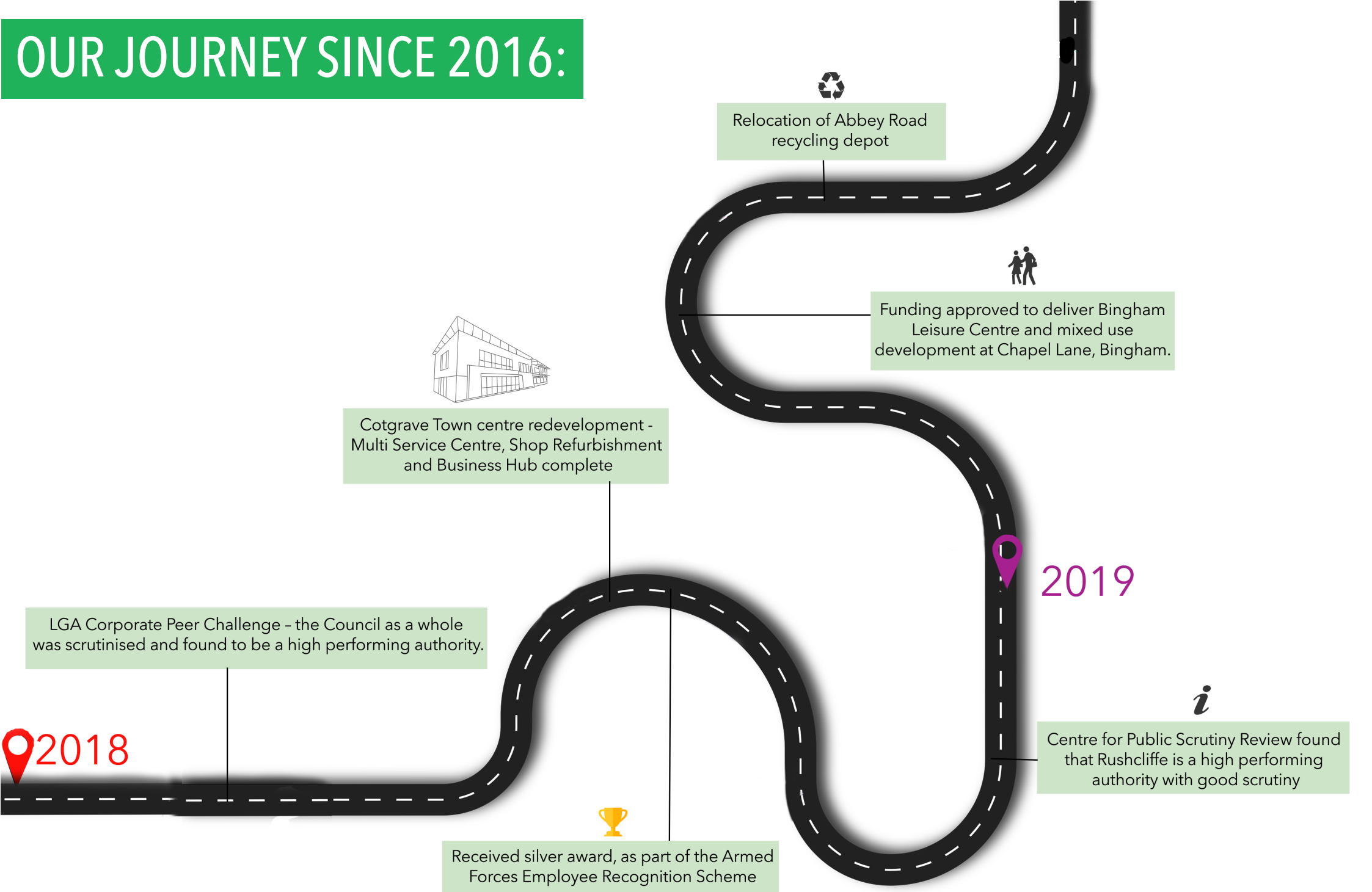
Awarded Commercial Council of the Year and Entrepreneurial Council of the Year, at the MJ and LGC awards 2018.



Work place health Silver Award, in recognition of efforts to improve staff health and well being.

RUSHCLIFFE - GREAT PLACE - GREAT LIFESTYLE - GREAT SPORT

OUR JOURNEY SINCE 2016:



LGA Corporate Peer Challenge - the Council as a whole was scrutinised and found to be a high performing authority.

Cotgrave Town centre redevelopment - Multi Service Centre, Shop Refurbishment and Business Hub complete



Received silver award, as part of the Armed Forces Employee Recognition Scheme



Relocation of Abbey Road recycling depot



Funding approved to deliver Bingham Leisure Centre and mixed use development at Chapel Lane, Bingham.



2019

Centre for Public Scrutiny Review found that Rushcliffe is a high performing authority with good scrutiny



WE ARE CONTINUING TO MAKE A DIFFERENCE. HERE ARE SOME OF OUR HIGHLIGHTS...



RUSHCLIFFE ARENA

We built a state of the art leisure centre and new civic offices in 2017, saving the Council over £450k a year.



BRIDGFORD HALL

We restored historic Bridgford Hall thanks to investment from the Council and the Heritage Lottery Fund.



GREEN INITIATIVES

We gave over 850 trees to residents, towns and parishes.



BUSINESS SUPPORT

We supported over 250 local businesses to access grants and training, as well as promotion on our social media channels.



HELP FOR THOSE IN NEED

We collected 30 tonnes of food and clothes over the last three years, donated by residents for local homeless charity the Friary.



AWARD WINNERS

We won the LGC Entrepreneurial Council of the Year and the MJ Commercial Council of the Year Awards in 2018.



ARMED FORCES

We received the Silver Award as part of the Armed Forces Employee Recognition Scheme, also applying for the Gold Award in 2019.



COTGRAVE REGENERATION

We regenerated Cotgrave Town Centre, building a new multi-service centre and making improvements to shop units within the public realm. New business units were also provided.



GROWTH BOARDS

We established Growth Boards in Bingham, Radcliffe on Trent, East Leake and West Bridgford, to help support and develop the towns.

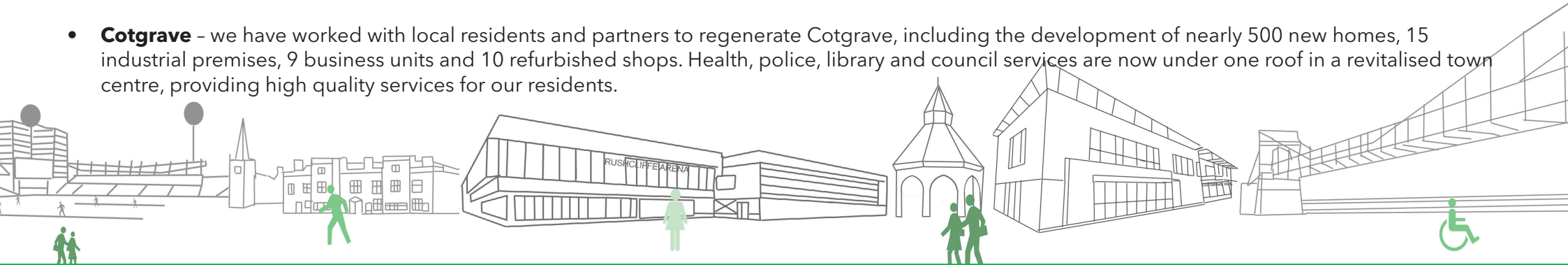


NEW HOMES

Delivered 2,682 new homes, as part of our target from Central Government of 13,150 new homes by 2028.

WE ARE CONTINUING TO MAKE A DIFFERENCE. HERE ARE SOME OF OUR HIGHLIGHTS...

- **Rushcliffe Arena** - we've built a state-of-the-art leisure centre and smaller and more efficient civic offices in the heart of our largest community, investing £16m in our residents' health and wellbeing. This investment has already resulted in savings of over £450k per annum.
- **Bridgford Hall** - an ailing historical building brought back to life with a £0.8m investment and £1.5m Heritage Lottery funding and repurposed into an exclusive apart-hotel and Registry Office facility safeguarding a historic building, preserving a much loved community asset.
- **Innovation in recycling** - it's not just about cans, bottles, newspapers and garden waste, we have been encouraging our local businesses to support our Refill Rushcliffe scheme which allows residents to ask for their reusable water bottles to be refilled in venues and business premises in the Borough.
- **Armed Forces** - we're committed to supporting armed forces personnel and veterans as part of the Armed Forces Community Covenant, a scheme which encourages understanding and awareness of the issues affecting veterans and their families within the local community, and promotes better help and support for existing and ex-Armed Forces personnel and their families.
- **Growth Boards** - the boards are made up of public sector partners and local representatives of the community and business sectors. Their aim is to work in partnership to help support and develop communities facing significant housing growth, making sure Rushcliffe Borough Council is work in partnership to agree, plan and implement a long term vision for the future, meeting the needs of existing and future residents and businesses.
- **Business Support** - supporting business in the borough is a key priority for us. We're proud of all we are currently doing, including our commitment to the Digital Growth programme, which so far has supported over 150 local businesses, provided £69,000 in grants, delivered 20 workshops with a further 17 scheduled and provided almost 2000 hours of support to local small businesses.
- **New Homes** - we are required to deliver 13,150 new homes by 2028, twice the amount of other Greater Nottinghamshire District Councils. We are working to meet these targets in a sustainable way, delivering new communities, not just new homes. We have already facilitated the delivery of almost 3000 of these new homes.
- **Cotgrave** - we have worked with local residents and partners to regenerate Cotgrave, including the development of nearly 500 new homes, 15 industrial premises, 9 business units and 10 refurbished shops. Health, police, library and council services are now under one roof in a revitalised town centre, providing high quality services for our residents.



RUSHCLIFFE - GREAT PLACE - GREAT LIFESTYLE - GREAT SPORT

AS WELL AS ACHIEVING ALL OF THIS, DID YOU KNOW THAT IN THE LAST YEAR RUSHCLIFFE...



Emptied **3.3 million bins** and only missed 1000. This means we got it right **99.97%** of the time.



Processed the fourth largest residential planning applications in the country last year. Fairham Pastures will be a **£750m** development, providing 3000 new homes and **2500** new jobs.



Helped **180** people who were homeless or at the risk of becoming so to find homes.



Answered **100,000** calls from our residents.



Spoke with **17,000** residents in person at our Community Contact Centres, with **100%** satisfaction from users.



Welcomed over **30,000** residents and visitors at our many community events such as Lark in the Park, Taste of Rushcliffe and Proms in the Park.



Supported over **1000** home alarms customers, helping elderly or vulnerable people stay independent in their own home. This service also has a **100%** satisfaction rate.



Conducted over **300** food hygiene inspections.



Successfully kept our Council Tax rates for Band D properties lower than **75%** of all local authorities in the Country.

OUR CURRENT FINANCIAL POSITION:

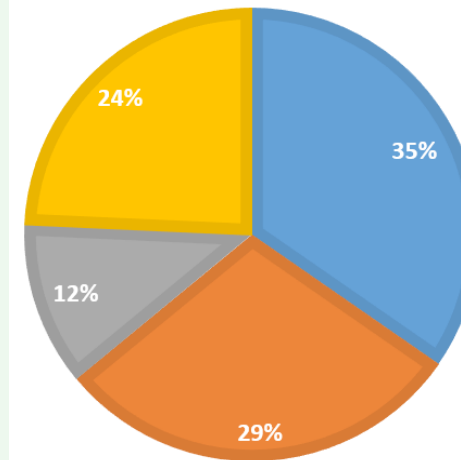
The pie charts to the right depict the Council's sources of income in 2013/14 and 2019/20.

As you can see, funding from Central Government has been steadily declining over the years, and is still subject to great uncertainty. We have responded to this challenge positively, by taking a look at how we work to make sure we are as efficient as we can be, this has resulted in a saving of £1.4m so far. We also began thinking differently about making the most of our assets and generating additional income where we could. Over the last few years we have:

- maintained our position as the lowest Council Tax authority in Nottinghamshire for band D properties, charging £137.39
- grown our income streams to £6.1m per year assisting us to become financially self-sufficient
- commercialised our green waste service generating £1.3m per year, introduced minimal parking fees generating £0.7m income and gained sponsorship of annual events programme generating £8.5k enabling us to increase rather than cancel our community activities
- invested in property, which now generates around £1.5m in income and this is projected to rise to £2.5m by 2023/24

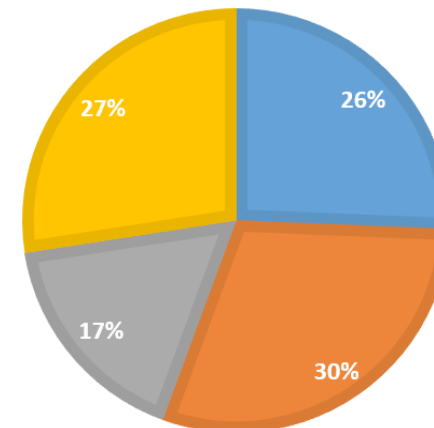
Going forward the Council has significant risks given the uncertainty over the system for business rates funding and the Fairer Funding Review regarding the relative needs and resources across the local government sector and the requirement to have a sustainable balanced budget going forward. You can find an up to date overview of our financial position each year on our [website](#).

2013/14



- Central Government Grant (£6.38 m)
- RBC Council Tax (£5.4 m)
- Business Rates (£2.152 m)
- Fees, Charges and Rental Income (£4.468 m)

2019/20



- Central Government Grant (£5.7m)
- RBC Council Tax (£6.65 m)
- Business Rates (£3.77 m)
- Fees, Charges and Rental Income (£6.1 m)

A LIVING STRATEGY:

This Strategy sets the overall direction the Council is planning to take over the next few years but the environment we operate in now is ever changing and not as stable and predictable as it once was. As a consequence, we too need to be flexible, responsive and fleet of foot.

Therefore, our Corporate Strategy Action Plan which is appended to this document is more fluid in nature. It sets out three priorities for the Council:



Within each of these priorities the Council has made a number of commitments outlining the aspirations it would like to achieve or be working towards over the life of this Strategy.

The near future, the next two years for example, is relatively clear and easy to predict. Therefore, we have been able to clearly state the key projects we will be working on. These are detailed in the Corporate Strategy Action Plan. When future opportunities present themselves or new ideas are presented, these will be assessed against the commitments made in the Action Plan and against each of the priorities of the Council. Where they contribute towards the Council's overall goals and match the commitments stated below, then they will be added to the Action Plan and delivered alongside existing projects.

The Corporate Strategy Action Plan itself will be monitored at regular intervals throughout the year by our Executive Management Team and on a quarterly basis by Councillors who sit on the Corporate Overview Scrutiny Group. Any issues identified in terms of project delivery or the performance of Council services may be scrutinised in more detail by another scrutiny group or one of the appointed task and finish groups. As new opportunities and projects arise, they will be communicated to our residents and partners, through our established and emerging channels and in greater depth once plans are finalised.



Our residents' quality of life is our first priority. When we say 'quality of life' we mean how our residents feel about living in the borough, its environment, and the community facilities they can access. Rushcliffe is regularly rated in both local and national surveys as one of the best places to live in the UK and we're committed to preserving this reputation. As an organisation we are committed to:

- Working with our partners to create great, safe and clean communities to live and work in
- Protecting our residents' health and facilitating healthier lifestyle choices
- Providing high quality community facilities which meet the needs of our residents and contribute towards the financial independence of the Council
- Engaging with our residents to ensure they are involved in decisions that affect their quality of life and are also sufficiently informed to enable them contribute to the debate
- Protecting the Borough's environment by changing our policies and ways of working to protect our natural resources, and to implement infrastructure changes where they help our residents become more environmentally friendly
- Recognising opportunities to create vibrant town centres which are digitally enabled, attractive and accessible to all, and provide a pleasant retail experience
- Creating opportunities for young people to realise their potential



As an organisation it is always our intention to deliver the best services for our residents, in the most efficient way possible. In the coming years, we know this will mean embracing new ways of working and being open to innovation and transformation. Although there is no certainty around what the next four years will bring, there is certainty in how we will approach whatever arises. This approach can be captured in the following commitments:

- Responsible income generation and prudent borrowing where deemed appropriate, to facilitate delivery of much-needed services.
- Ongoing appraisal of allocation and alignment of resources aligned to growth aspirations.
- Communication with our residents, to ensure they feel informed and involved in decision making.
- Reviewing service delivery models, to ensure that residents are receiving consistently excellent services either delivered directly by Rushcliffe, or by our arm's length companies or by private and public sector partners.

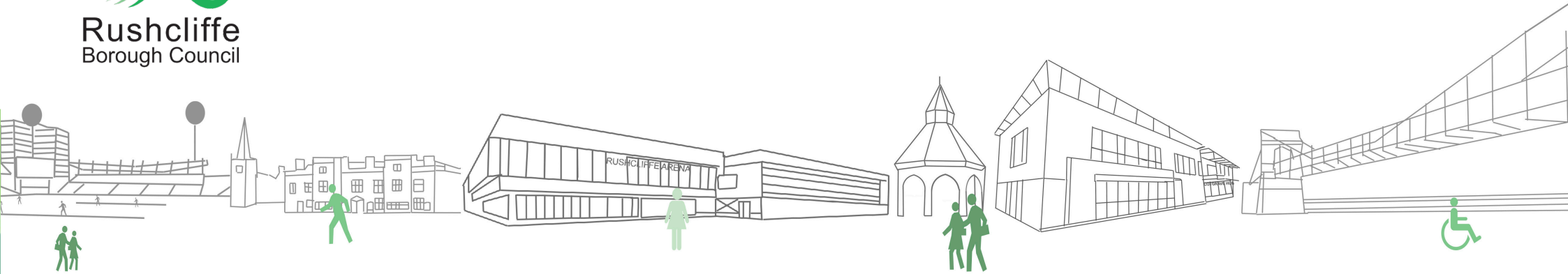


Rushcliffe is determined to play its part in shaping the future of the Borough ensuring the needs and aspirations of Rushcliffe residents are met in all future developments. This involves a significant amount of partnership working and collaboration as delivering upon the commitments outlined below requires the participation of a number of different stakeholders. We accept that sometimes we will be leading and sometimes supporting others to deliver what our community needs to grow in a sustainable way. As an organisation we are committed to:

- Bringing new business to the Borough and nurturing our existing businesses, helping them to grow and succeed
- Ensuring our residents across the generations have the skills they need to succeed in the workplace
- Protecting the most vulnerable in our communities
- Raising Rushcliffe's profile and making sure that Rushcliffe's priorities feature in plans around HS2 development, Power Station Closure and East Midlands Airport Expansion
- Working with government agencies e.g. Homes England, Highways England, Department for Business, Energy and Industrial Strategy and The Ministry for Home, Communities and Local Government, to secure funding to support sustainability growth



Rushcliffe
Borough Council



Corporate Action Plan

2019

RUSHCLIFFE - GREAT PLACE • GREAT LIFESTYLE • GREAT SPORT



What are we going to do?	Why?	When?	How will we know we have achieved it? How will we know it is successful?
Develop the Chapel Lane site in Bingham, including a new Leisure Centre, Community Hall and Office space, by 2021	To provide modern high quality leisure and community facilities and employment opportunities to the growing population in the east of our Borough	2019-22	<ul style="list-style-type: none"> • Chapel Lane development complete and new leisure centre open by 2022. • Number of leisure centre users • User Satisfaction • Participation in sport figures • Quality of facility
Support the continued development of existing local growth boards for Cotgrave, Radcliffe on Trent, Bingham, East Leake and West Bridgford.	Operate local multi sector partnership boards which are focused on shaping growth at a local level	2019-23	<ul style="list-style-type: none"> • Delivery of agreed action plans. • Flourishing town centres.
Respond to any proposals from the Resources and Waste Strategy for England	This strategy contains number of proposals which will shape the future direction of the Council's Waste Strategy	2019-23	<ul style="list-style-type: none"> • Fully funded strategic and operational plans in place to deliver any new requirements • Reduction in residual waste tonnage • Increase in recycling rates
Review and implement the Council's Leisure Strategy in relation to Leisure and Community Facilities	To ensure the continuation of high quality leisure facilities to the growing population in the west of our Borough	2019-23	<ul style="list-style-type: none"> • Management contracts and joint-use agreements reviewed and in place • Number of leisure centre users • Satisfaction of leisure centre users • Participation in sport figures • Quality of facility (QUEST) • Usage and satisfaction of Community Facilities

What are we going to do?	Why?	When?	How will we know we have achieved it? How will we know it is successful?
Facilitate the development of a Crematorium in the Borough by 2022	To provide additional community infrastructure providing additional capacity in the Borough alongside the existing Crematorium at Wilford Hill	2019-2022	<ul style="list-style-type: none"> • Crematorium open by 2022 • Usage figures • Customer Satisfaction
Working with Rushcliffe Roots and Rushcliffe CCG, deliver a targeted events and health development programme across the Borough.	To protect our residents' health and facilitate healthier lifestyle choices.	2019 onwards	<ul style="list-style-type: none"> • Number of participants in specific initiatives



What are we going to do?	Why?	When?	How will we know we have achieved it? How will we know it is successful?
Relocation of R2Go service and Streetwise	To enable the current site at Abbey Road to be available for potential future housing developments.	2019	<ul style="list-style-type: none"> • R2Go and Streetwise Environmental Ltd. will be successfully relocated • Abbey Road site will be ready for housing development assisting the Council to deliver its housing objectives
Include digital principals in our communications and ways of undertaking business	To ensure that RBC we make best use of digital development where appropriate to deliver better services and operate even more efficiently. To enable residents to do business with us in a digital way if that is their preference	2019-23	<ul style="list-style-type: none"> • Programme of works from Digital by Design strategy will be completed • Time savings • Financial savings • Increased customer satisfaction • Residents are satisfied with the number of ways they can access Council services

What are we going to do?	Why?	When?	How will we know we have achieved it? How will we know it is successful?
Relocate community contact centre in West Bridgford	The Police will be vacating current premises in West Bridgford and so we need to find a new home, close to town centre amenities, to deliver our face to face service in West Bridgford.	2019	<ul style="list-style-type: none"> • Number of residents are satisfied with the number of ways they can access Council services
Deliver our Medium Term Financial Strategy and Corporate Strategy.	To ensure that RBC has an integrated and strategic approach to how we provide our services which enables us to withstand financial pressures and deliver the best for our residents.	2019-23	<ul style="list-style-type: none"> • Ensure a balanced sustainable budget is agreed by Full Council, resourcing the Corporate Strategy. • This incorporates the Council's transformation programme which continues to evolve and deliver necessary efficiencies and additional income. • Residents satisfaction at quality of services



What are we going to do?	Why?	When?	How will we know we have achieved it? How will we know it is successful?
Support the on-going delivery of 13,150 new homes and securing a 5-year land supply as detailed in Rushcliffe Local Plan Part 2 adopted Local Plan Part 1 - Core Strategy reviewed in partnership with Greater Nottingham Housing Market Area	To ensure new homes are delivered in Rushcliffe, in line with nationally set government targets, to respond to housing demand.	2019-28	<ul style="list-style-type: none"> • Housing targets met • People who want to live in the Borough can live in the Borough • Sufficient supply of suitable housing is available to meet the needs of the community

What are we going to do?	Why?	When?	How will we know we have achieved it? How will we know it is successful?
Support the delivery of employment land on all 6 strategic sites in Rushcliffe and sites allocated through Local Plan	To facilitate provision of much needed employment land in Rushcliffe, to encourage businesses to establish and thrive in the borough providing jobs for residents.	2019-28	<ul style="list-style-type: none"> • Employment units built and occupied • New jobs created • Rental income received • Jobs created • 70ha to be delivered by 2028
Support the delivery improved transport infrastructure e.g. A46, A52, A453 Corridors	To ensure that necessary transport infrastructure is in place to respond to expected population increase.	2019-23	<ul style="list-style-type: none"> • Infrastructure improvements delivered • Increased satisfaction from users / businesses
Review asset (property) management plan	To ensure we are maximising our property holdings and aligning them with the needs of our residents. Properties may be held for operational purposes (e.g. Council offices, leisure centres), for community use (e.g. Rushcliffe Country Park) or for investment purposes to produce an income that subsidises Council Tax.	2019-20	<ul style="list-style-type: none"> • Refreshed asset management plan will be adopted by xxx and continually reviewed, as appropriate. • Efficient use of property for delivering services • Return on investment for investment properties • Community facilities that residents want and use • Percentage of people satisfied with the way the Council runs things
Support the delivery of affordable housing in the borough, working with developers, providers and private landlords. "Affordable housing" is the government definition for housing that is subsidised and may be for rent via a Housing association or part buy/part rent.	There is a high demand for affordable housing in the borough. Rushcliffe has a policy to deliver between 10-30 percent affordable housing on its largest housing sites.	2019-23	<ul style="list-style-type: none"> • Delivery of affordable housing accommodation particularly for those most in need. Percentage of affordable homes developed, in accordance with policy. • Number of affordable homes delivered. • Reduced waiting time on the housing list.



Rushcliffe Arena, Rugby Road, West Bridgford, Nottingham, NG2 7YG

T 0115 981 9911 | **E** customerservices@rushcliffe.gov.uk | **W** www.rushcliffe.gov.uk

 twitter.com/rushcliffe  facebook.com/rushcliffeborough  [@rushcliffe_bc](https://instagram.com/rushcliffe_bc)

RUSHCLIFFE - GREAT PLACE - GREAT LIFESTYLE - GREAT SPORT