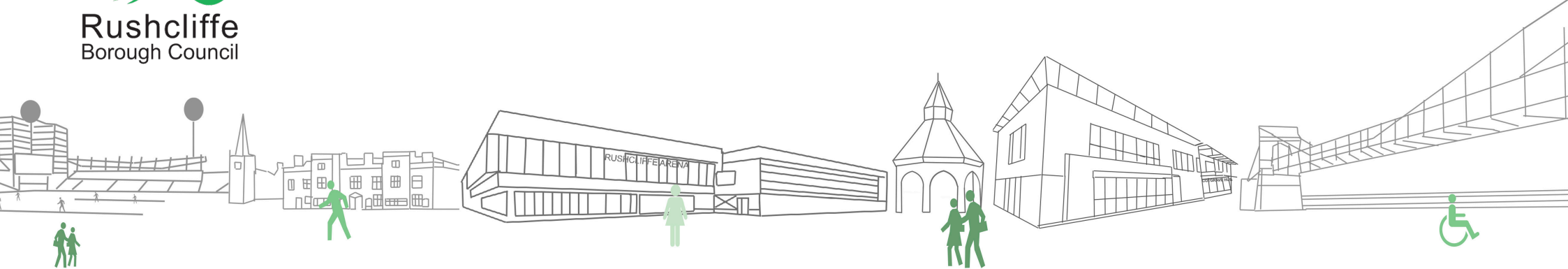




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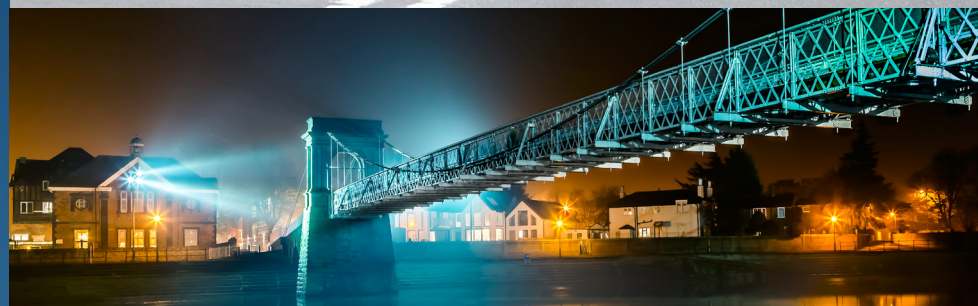


Rushcliffe Borough Council

Corporate Strategy

2019- 2023

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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, such as emptying your bins, making decisions about planning applications, delivering 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 to 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 our residents, and choice for 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 Cabinet meetings and ordinary meetings of 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 impact 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 believe 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. As of April 2019, we have already facilitated the delivery of 3,400 new homes in the Borough. 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 in.
- **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 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 residents interact with us.

Councillor Simon Robinson, Leader of the Council

Katherine Marriott, Chief Executive

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OUR JOURNEY SINCE 2016:



2016

Sharpill residential development started



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

2017

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

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



Town centre Growth Boards reviewed and re-launched to include East Leake

Renovation of historic Bridgford Hall

£

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

2018



Joint second largest residential and fourth largest commercial development awarded planning permission at Fairham



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



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Relocation of Abbey Road recycling depot releasing key site for more development opportunities



Received Gold Award from the Armed Forces Employee Recognition Scheme



Electric car charging points installed at Rushcliffe Arena



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



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



Runner up for the Municipal Journal's Council of the Year Award



Hosted the start of stage seven of the Tour of Britain bringing an estimated economic benefit of £412,000



2019



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

2018



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



Received Silver Award from the Armed Forces Employee Recognition Scheme

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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, more efficient civic offices, in the heart of our largest community, investing £16m in our residents' health and well-being. 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. This has safeguarded a historic building and preserved a much loved community asset.



GREEN INITIATIVES

As well as encouraging our residents to recycle their cans, bottles, newspapers and garden waste, we have championed a number of other green initiatives. These include Refill Rushcliffe, which encourages local businesses to allow residents to refill reusable water bottles; our tree planting scheme, through which we have already given away 850 trees; and electric car charging points at the Rushcliffe Arena.



BUSINESS SUPPORT

Supporting business in the Borough is a key priority for us. We're committed to the Digital Growth programme which so far has supported over 150 local businesses, provided £69,000 in grants, delivered 36 workshops, and provided almost 2,000 hours of support to local small businesses.



HELP FOR THOSE IN NEED

We have aided residents in supporting local charity The Friary, an organisation which empowers homeless and disadvantaged adults to rebuild their lives. Our Friary collection scheme encourages residents to leave out clothing and food donations with their bins, which our waste team collects and transports to the Friary. In the past three years, we have collected over 30 tonnes of donations.



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AWARD WINNERS

In 2018, we were named the Local Government Chronicle's Entrepreneurial Council of the Year and the Municipal Journal's Commercial Council of the Year. These awards were recognition of the work we had undertaken to deliver value for money services with the help of careful commercial projects for the benefit of our residents. The renovation of Bridgford Hall and the work of Streetwise, our grounds maintenance company, are examples of these commercial projects.



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, as well as providing support for existing and ex-armed forces personnel and their families. We achieved the Gold Employee Recognition Scheme Award in August 2019.



COTGRAVE REGENERATION

We have worked with local residents and partners to regenerate Cotgrave, including the development of nearly 500 new homes, 15 industrial premises, nine business units and 10 refurbished shops. Health, police, library and Council services now share one building in a revitalised town centre.



GROWTH BOARDS

We established growth boards in our major growth areas, bringing together public sector partners, local representatives of the community and businesses. Their aim is to work together to develop communities facing significant housing growth, making sure the Council meets the needs of existing, and future, residents and businesses.



NEW HOMES

We're 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, creating new communities, not just building houses. As of April 2019, we have already facilitated the delivery of 3,400 new homes in the Borough.



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



Emptied **3.3 million bins**.



Processed the joint second largest residential and fourth largest commercial planning application in the country last year. Fairham will be a **£825m** development, providing **3,000** new homes and **2,500** new jobs.



Helped **180** individuals who were at risk of becoming homeless to find somewhere to live, preventing homelessness in the Borough.



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



Helped **17,000** residents in person at our Community Contact Centres.



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** elderly or vulnerable people to live independently with one of our home alarms. This service also has a **100%** satisfaction rate.



Conducted over **300** food hygiene inspections, keeping you safe when eating out in the Borough.



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

OUR CURRENT FINANCIAL POSITION:

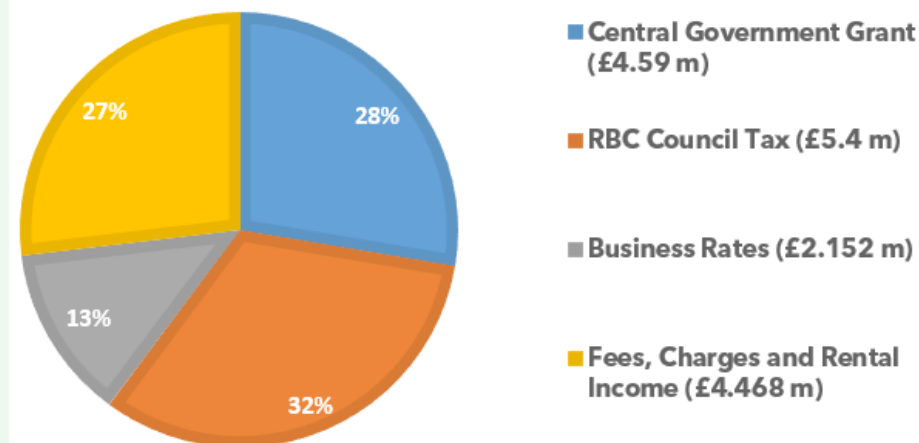
The pie charts to the right depict the Council's sources of income in 2013/14 and 2019/20.

Funding for local Government from central Government has been steadily declining over the years (a loss in excess of £3.25m in Revenue Support Grant), and continues to be subject to great uncertainty in the form of the New Homes Bonus, which mainly supports our capital spend. 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 efficiencies of over £4m. We have also begun to think differently about making the most of our assets and generating additional income where we can. Over the last few years, we have:

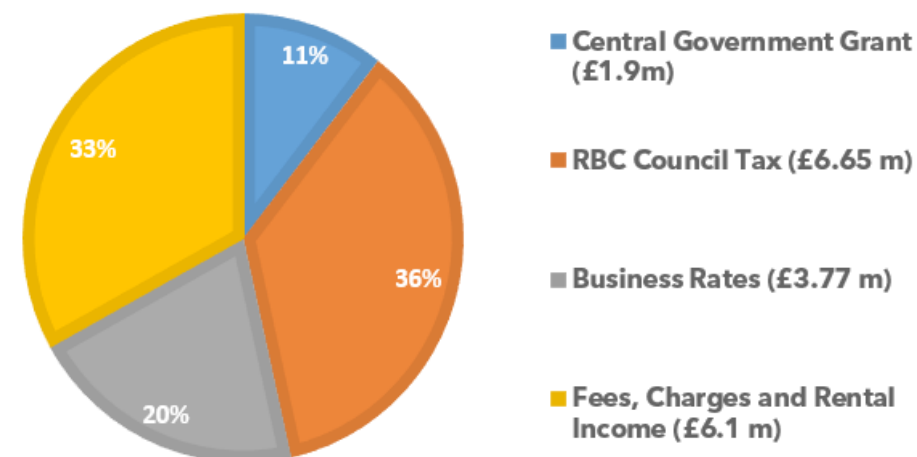
- maintained our position as the lowest Council Tax authority in Nottinghamshire for band D properties
- grown our income streams to £6.1m per year assisting us to become financially self-sufficient
- commercialised our green waste service generating £1.3m per year and introduced minimal parking fees generating £0.7m per year
- introduced the Council's Asset Investment Strategy, investing in property, which already generates around £1.5m in income and we expect this to rise to £2.5m by 2023/24.

Going forward, the Council is still experiencing significant financial risk given the uncertainty over the system for business rates funding, the Fairer Funding Review, and the requirement to have a sustainable balanced budget each year. You can find an up to date overview of our financial position each year on our website.

2013/14



2019/20





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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 or 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 highlights projects we are committed to which fall within the Council's four priorities:



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 this strategy and against each of the priorities of the Council. Where they contribute towards the Council's overall priorities and compliment 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.



QUALITY OF LIFE

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 are keen to preserve 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
- Recognising opportunities to create vibrant town centres which are attractive and accessible to all, as well as providing a pleasant retail experience
- Creating opportunities for young people to realise their potential.



EFFICIENT SERVICES

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 the delivery of services
- Ongoing appraisal and alignment of resources linked 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 the Council, or by our arm's length companies, or by private and public sector partners.



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. 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
- Ensuring our priorities are reflected in wider plans at a local, regional and national level to ensure we can maximise the opportunities for Rushcliffe of developments such as HS2 and the expansion of EMA whilst also providing support needed at some of our key sites including Ratcliffe on Soar Power Station
- Working with government agencies including Homes England, Highways England, Department for Business, Energy and Industrial Strategy, and The Ministry for Homes, Communities, Local Enterprise partnership and Local Government, to secure funding to support sustainable growth
- Delivering our Empty Homes Strategy which will prioritise action on long-term empty homes.

At Rushcliffe, we know that the natural environment is precious and not something we can afford to take for granted. We are fully committed to playing our part in protecting the environment today and enhancing it for future generations. We have already taken steps to ensure that, where we can, we are making changes to operate in a more environmentally responsible way. This has led to an 18.2% drop in greenhouse gas emissions up to April 2018 from our base year of 2008/09 for carbon emissions from our operations and services. But we appreciate we are at the start of a long and vital journey towards becoming a truly green Borough. Along this journey we will be:

- Reviewing our policies and ways of working to protect natural resources, and to implement environmentally beneficial infrastructure changes,
- Helping our residents become more environmentally friendly by providing advice and initiatives such as our free tree scheme
- Maximising our community leadership role to influence the behaviours of partners, businesses and our residents
- Encouraging developers to deliver carbon neutral homes
- Working to achieve a carbon neutral status for the Council's operations
- Administering Tree Preservation Orders, and other controls, to protect trees and hedgerows
- Ensuring that national air quality standards are achieved across the Borough
- Delivering a high quality waste and recycling collection service
- Continuing to support environmental initiatives such as tree planting schemes, reducing single use plastics and promoting Refill Rushcliffe
- Protecting the environment and public health by fulfilling our statutory responsibilities to regulate contaminated land, and control industrial and commercial processes.



THE ENVIRONMENT



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Borough Council



Corporate Action Plan

2019

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 on a quarterly basis.

New activities and projects that align to commitments made in the Corporate Strategy will be added to the action plan below as they emerge - this is the essence of a living strategy. 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](#).

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QUALITY OF LIFE

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 2022	To provide modern, high-quality leisure and community facilities, as well as 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 • Satisfaction of leisure centre users • Participation in sport figures • Quality of facility
Support the continued development of existing local growth boards for Radcliffe on Trent, Bingham, East Leake and West Bridgford; and create a new board for Fairham	Operate 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
Review the Council's community facilities to ensure they meet the community need and contribute to the Council's property portfolio	To ensure the provision of high quality community facilities which meet community need	2019-21	<ul style="list-style-type: none"> • Community facilities reviewed by December 2020 • Number of community facility users • Positive feedback from users
Facilitate the development of a new Crematorium in the Borough by 2022	To provide additional community infrastructure resulting in additional capacity in the Borough alongside the existing Crematorium at Wilford Hill	2019-22	<ul style="list-style-type: none"> • Crematorium open by 2022 • Number of Crematorium users • Service satisfaction e.g. families and funeral directors
Deliver a targeted events and health development programme across the Borough (Rushcliffe Roots and the Rushcliffe Clinical Commissioning Group)	To protect our residents' health and facilitate healthier lifestyle choices	2019 onwards	<ul style="list-style-type: none"> • Number of participants in specific initiatives

EFFICIENT 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 our R2Go service and Streetwise Environmental Ltd	To enable the current site at Abbey Road to be developed for residential housing	2019-20	<ul style="list-style-type: none"> • R2Go and Streetwise Environmental Ltd. will be relocated by December 2019 • Abbey Road site ready for housing development March 2020
Include digital principles in our communications and ways of undertaking business	To ensure that 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"> • Digital by Design Strategy delivered by 2023 • Time savings • Financial savings • Increased customer satisfaction • Residents satisfied with the number of ways they can access Council services
Relocate the Rushcliffe Community Contact Centre in West Bridgford	To ensure the continued provision of face to face customer services in West Bridgford	2020	<ul style="list-style-type: none"> • Rushcliffe Community Contact Centre relocated by March 2020 • Number of residents satisfied with the number of ways they can access Council services
Deliver our Medium Term Financial Strategy and Corporate Strategy	To ensure that we have 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 Council resourcing the Corporate Strategy • This incorporates the Council's transformation programme which continues to evolve and deliver necessary efficiencies and additional income • Residents satisfied with the quality of services delivered • Residents believing that the Council delivers value for money

SUSTAINABLE GROWTH

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 ongoing delivery of 13,150 new homes and securing a 5-year land supply as detailed in the Rushcliffe Local Plan	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 • Sufficient supply of suitable housing is available to meet the needs of the community • Local Plan Part 2 adopted by December 2019 • Local Plan Part 1 reviewed in partnership with Greater Nottingham Housing Area by 2022
Support the delivery of employment land on all six strategic sites in Rushcliffe and other sites allocated through the Local Plan	To facilitate the provision of much-needed employment land in Rushcliffe encouraging businesses to set up and grow within the Borough providing jobs for local residents	2019-28	<ul style="list-style-type: none"> • Employment units built and occupied • New jobs created • Rental income received • 70ha of employment land to be delivered by 2028
Support the delivery of improved transport infrastructure potentially including the A46, A52 and 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
Review the Asset 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, for community use, or for investment purposes	2019-20	<ul style="list-style-type: none"> • Refreshed Asset Management Plan adopted by 2020 • Efficient use of property for delivering services • Return on investment for investment properties • Community facilities that residents want and use

Support the delivery of affordable housing in the Borough, working with developers, providers and private landlords	To meet the 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 particularly for those most in need • Number of affordable homes delivered • Reduced waiting time on the housing list
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THE ENVIRONMENT

What are we going to do?	Why?	When?	How will we know we have achieved it? How will we know it is successful?
Refresh our carbon management plan and establish a carbon neutral target	To provide the Council with a roadmap to achieving carbon neutral status. This includes working with community and private sector partners as well as our supply chain and making public our commitment to protecting our environment	2020	<ul style="list-style-type: none"> • Carbon Management Plan adopted by the Council • Council has a clear road map to achieving carbon neutral status • Carbon Neutral target date is approved
Respond to any proposals from the Resources and Waste Strategy for England	To ensure that the Council remains compliant with Central Government policy	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
Along with other councils across Nottinghamshire, lobby central government to introduce tougher building standards for new houses, through building regulations or planning regulations, to encourage developers to deliver sustainable homes	Climate change and the need to reduce carbon emissions	2022	<ul style="list-style-type: none"> • Change in regulation • Delivery of certified environmentally friendly homes • Contribution to carbon neutral target



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