

Appendix G

Corporate Strategy 2019-2023 – Strategic Task Review

The 2019-2023 Corporate Strategy was created as living document. This was done on the understanding that the environment local government is currently operating in is very fast-paced and changeable – this was well in advance of the Covid-19 pandemic. It was anticipated that tasks completed would drop out of the Strategy to be replaced by emerging tasks.

The Corporate Strategy 2019-2023 was adopted at Council on 19 September 2019 and replaced the previous Corporate Strategy 2016-20. It was written one year before the existing strategy expired due to the significant progress already achieved by the borough Council in pursuit of its priorities.

This is the midway point in the Strategy and so far, five of the tasks have been completed with an additional six tasks at least 50% complete. The Strategy originally contained seventeen tasks that were spread over four themes. One additional task was added in year two: ST1923_18 Review Local Plan Part 1 – Corporate Strategy in partnership with Greater Nottingham Local Market Area.

Four additional strategic tasks that would qualify for inclusion in the Corporate Strategy if it were being written now, are:

- Implementation of proposals from the Resources and Waste Strategy for England;
- Coordinate Rushcliffe's involvement in the Development Corporation and Freeport to support the redevelopment of the Ratcliffe on Soar site;
- Support the recovery of local businesses and communities from the impacts of COVID;
- Implementation of proposals from new planning legislation.

Corporate Priority: Quality of Life

ST1923_01 Develop the Chapel Lane site in Bingham, including a new Leisure Centre, Community Hall and Office space

Due date: 2022

Progress: Developers, Willmott Dixon, were appointed in January 2021, with formal exchange of contracts occurring on 26 March 2021. Work has commenced on site and is progressing to programme with practical completion predicted as 6 May 2022. Funding agreements have been signed totalling £2.599k with D2N2 and the Regional European development fund contributing to the Office and Community Hall elements. Procurement for the audio-visual equipment in the community hall has commenced. Contract negotiations with the intended leisure operator are advanced with a target for completion of the required contract variation being September 2021.

ST1923_02 Support the continued development of existing local growth boards for Cotgrave, Radcliffe on Trent, Bingham, East Leake and West Bridgford

Due date: 2023

Progress: A progress report for the individual growth boards is presented below.

Cotgrave

The local growth board was discontinued in 2018 but work has continued including:

- Housing development complete, employment units built and occupied (2017), Town Centre shops have been refurbished, business centre completed and fully occupied, Multiservice centre completed (October 2018), public realm, play area and car parking improved.
- Final phase consisting of one large food retail (pre let secured) and 3 further units due to complete April 2021.

Radcliffe on Trent

Projects progressed as identified in the economic masterplan:

- New skate park
- Improvements to Main Road – 3 new benches installed
- Train station – resurfacing, improved signage and continued work to improve frequency of service
- Work on creating a ‘village centre’ – £12,500 funding has been allocated to enhance the Grange Grounds, this will be matched by the Parish Council and will be progressed by a working group for completion in 2021.
- Temporary 20mph speed limit
- Focus on continued support for the high street, business engagement and support to establish a website / retail forum.

Bingham

Projects progressed as identified in the masterplan:

- New market manager employed by RBC, positive changes, improved marketing, business support for traders
- Closer working between RBC, Bingham Town Council (BTC) and community group to facilitate more events on the market square
- Work with local hospitality businesses to allow outdoor seating on the market square
- Chapel Lane project – leisure centre, community hall and business enterprise centre due for completion Spring 2022
- BTC progressing plans for long stay car park
- Focus on continued support for the high street, business engagement and support to establish a retail forum.

West Bridgford

- West Bridgford Way website and social media presence continues to grow, next step is to develop an app
- Tudor Square improvements have been put on hold
- Engagement with local agents regarding empty properties – demand is still high
- Further tree planting and greening of the town centre
- ‘Free after 3’ parking initiative to be trialled to aid recovery

- Looking into the possibility of further pedestrianisation of Central Avenue
- Focus on continued support for the high street, business engagement and support to establish a retail forum.

East Leake

- A market has been established in East Leake with the support of East Leake Traders. Two markets have been held so far (there would have been more but Covid has had an impact)
- A new zebra crossing has been installed in East Leake
- Severn Trent Water are in the process of completing their capacity assessment and have improvements planned for the village to ensure the network can cope with the increased demand from new homes built
- Regular updates are received from the Clinical Commissioning Group on plans for the health centre in East Leake.

Fairham

- The Board monitors progress of the development of 3000 homes and 20 hectares of employment land
- First phases of infrastructure are currently being constructed
- First phasing reserved matters housing applications are expected soon
- Interest has been secured on the employment land from Vision Express
- A Fairham Forum has been established to engage with local stakeholders
- A Fairham life website has been set up and linked to RBC website.

ST1923_04 Review and implement the Council's Leisure Strategy in relation to Leisure and Community Facilities

Due date: 2023

Progress: In December 2020, Cabinet gave approval to commence the construction of a new leisure centre, community hall and separate office building on a Council-owned site at Chapel Lane in Bingham. This new purpose-built leisure centre and community hall which will be called 'Bingham Arena' forms a key strategic objective of the Leisure Strategy and will provide employment and enhanced leisure opportunities in the area and meet the needs of a growing community. The construction of the leisure centre is due for practical completion in May 2022 so will be delivered prior to the Leisure Strategy's mid-point review in 2023.

In addition to the Bingham Arena strategic project, the Playing Pitch Strategy and action plan has been updated and refreshed in 2019/20 and has supported the leverage of significant grant funding to the borough to assist the delivery of capital refurbishments at Platt Lane in Keyworth, the home of Keyworth United Community Football Club and Gresham Sport Park on Wilford Lane in West Bridgford.

The Strategy, along with grant funding made available from Rushcliffe Borough Council, has seen grants been awarded to skatepark improvements at the Hook, in Lady Bay, Radcliffe on Trent Skate Park, East Leake Skate Park, Rushcliffe Country Park Skate Park in Ruddington and an allocation to Keyworth Parish Council

towards Keyworth skate park which if completed will mean that the grants have supported the improvement of every existing skatepark facility in the Borough.

Finally, officers have committed to refreshing the Rushcliffe Play Strategy to ensure what we review existing play facilities to ensure that we maintain the existing local standards for the provision of open space and children's play across the Borough. The strategy will be delivered by March 2022.

ST1923_05 Facilitate the development of a Crematorium in the Borough by 2022

Due date: 2022

Progress:

- Achievements
 - December 2019 - Cabinet approved the purchase of land at Stragglethorpe, with full planning permission for a crematorium and associated memorial gardens.
 - July 2020 – Cabinet took the decision to operate the crematorium in house, rather than leasing the finished crematorium to a third party to run and operate.
 - September 2020 – Officers appointed Ridge and Partners as multi-disciplinary design team to develop detailed designs for the crematorium and perform contract administration and management duties for the construction contract.
 - September 2020 – April 2021 – Officers worked closely with Ridge to develop designs for the crematorium and ensure that the facility will provide the best possible experience for our residents and contribute to our carbon neutral ambitions.
- Work to be done:
 - April 2021 – Begin tender period for build contract.
 - July 2021 – Begin construction work on site.
 - May 2022 – Crematorium to be operational.
 - Alongside the construction programme, a comprehensive recruitment and training exercise will be carried out.
- Completion:

The timeline for the project is ambitious, however officers are confident that provided there are no significant unforeseen delays, the crematorium will be operational in Summer 2022.

ST1923_06 Working with Rushcliffe Roots and Rushcliffe CCG, deliver a targeted events and health development programme across the Borough

Due date: 2023

Progress: The Rushcliffe Roots project has supported a number of community food-based activities, most notably the Cotgrave Super Kitchen. All health-related event projects for 2020 were suspended to focus our efforts on the COVID-19 pandemic

but work has continued delivering remote sessions online or signposting people to support.

The Reach Rushcliffe grant scheme was established in April 2020 to support the delivery of positive engagement activities within local communities that help to reduce social isolation. It is a 3-year grant scheme with £15,000 support available per annum.

Rushcliffe CCG merged with the Greater Nottingham CCG. As a result, the jointly funded Health Development Officer post has been part funded by Rushcliffe's Primary Care Network (PCN) and will see even greater collaboration opportunities between the Borough Council and the GP's practices across the district.

Corporate Priority: Efficient Services

ST1923_07 Relocate our R2Go service and Streetwise Environmental Ltd

Due date: December 2019

Progress: This work was completed with the R2Go service relocated to The Conway building at Eastcroft Depot owned by Nottingham City Council. This relocation has helped enhance partnership working, particularly in regard to the vehicle maintenance contract in place with the City Council.

Less restrictions on opening hours and vehicle movements (restricted at the old Abbey Road depot) have helped in the services response to the Covid-19 pandemic allowing for earlier starts, and staggered start times, meaning flexibility on the numbers gathered at the depot each morning

Streetwise have also been relocated from Abbey Road to a Council-owned building in Bingham. This, too, has been successful although Streetwise have maintained a smaller satellite operation working out of West Park in West Bridgford to facilitate the work they do more locally in the West Bridgford area

Task complete and removal from the Corporate Strategy Action Plan recommended.

ST1923_08 Include digital principals in our communications and ways of undertaking business

Due date: 2023

Progress: The Digital by Design programme was refreshed at the start of 2021. There are seventeen active projects within the programme under three headings – Understanding Digital Needs, Accessibility for Everyone, and Robotics and Artificial Intelligence. The Digital by Design programme seeks to exploit technology for the benefit of our customers and also to improve internal processes.

Successes so far include the accreditation of the Council's website as accessible for those with accessibility issues such as visual or physical impairments, the introduction of MyAccount, corporate use of a hybrid mail system, and the ScanStation solution enabling residents to scan and send copies of supporting documentation.

ST1923_09 Relocate the Rushcliffe Community Contact Centre in West Bridgford

Due date: March 2020

Progress:

- A number of potential sites were identified and evaluated, the most suitable of these was a ground floor unit at Fountain Court on Gordon Road in West Bridgford town centre.
- The Council agreed a 10-year lease on these premises which commenced on 25 November 2019 at £30k pa.
- A scheme of works was prepared for the conversion of the premises and the RCCC was successfully relocated in early February 2020.
- Conversion work cost around £160k
- The original lease with Notts Police was terminated and a compensation payment of £71k received.

Task complete and removal from the Corporate Strategy Action Plan recommended.

ST1923_10 Deliver our Medium-Term Financial Strategy and Corporate Strategy

Due date: March 2023

Progress:

- Achievements – The MTFs has been met with additional anticipated savings against the budget in 2020/21 (notwithstanding Covid impact)
- Outcomes – Achieved savings above budget with a projected £721k additional transfer to reserves to support pressures going forward
- Work to be done – monthly budget monitoring and reporting of emerging risks and variances. The long-term impact of Covid is yet to be seen and this will need to be closely monitored
- Meeting the due date – must be met by 31 March each year
- Comment about the delivery of the Corporate Strategy at the mid-point to be included when this document is finalised.

Corporate Priority: Sustainable Growth

ST1923_11 Support the delivery of 13,150 new homes and securing a 5-year land supply in Rushcliffe Local Plan Part 2 adopted Local Plan Part 1 - Core Strategy reviewed in partnership with Greater Nottingham Housing Market Area

Due date: March 2028

Progress: This is an ongoing task and will extend beyond March 2023. The target of 13,150 new homes will principally be delivered by the six strategic sites allocated by the 2014 Local Plan Part 1 – Core Strategy. The delivery of all six sites continues to be supported by the Council through a variety of different actions. The progress on each is as follows:

- housing development on the former Cotgrave Colliery has now been completed;
- the Melton Road, Edwalton, and north of Bingham sites are both well underway;
- the south of Clifton (Fairham) and former RAF Newton sites have both secured planning consent and are due to start delivering new homes shortly; and
- planning guidance is currently being prepared for the east of Gamston strategic site to support the whole site's coordinated delivery.

In addition, the 2019 Local Plan Part 2 has allocated a further 25 sites, which are expected to deliver around 3,400 new homes in total as part of meeting the 13,150 home target. A majority of these sites now have planning consent, and some are already delivering new homes. Overall, due to the extent of ongoing housing delivery on a number of sites, with more soon to begin delivering shortly, the Council is able to demonstrate that it has 8.5 year deliverable housing land supply, which is well in excess of the minimum 5 year target.

ST1923_12 Support the delivery of employment land on all 6 strategic sites in Rushcliffe and sites allocated through the Local Plan

Due date: March 2023

Progress: Six sites are identified in the Local Plan Part 1: Core Strategy as Strategic Allocations. These are Melton Road, Edwalton; Land North of Bingham; Former RAF Newton, the Former Cotgrave Colliery site; land South of Clifton and land East of Gamston/North of Tollerton. All of the sites include land identified for employment or employment generating purposes. With the exception of land East of Gamston/North of Tollerton, residential development has commenced on all of the sites.

In terms of the delivery of employment or employment generating uses, the majority of the land identified on the Edwalton allocation for employment generating uses has been the subject of a number of applications and much of the site has now been developed with employment generating uses, including retail premises, offices, and a care home which is currently under construction. The Borough Council has delivered 15 industrial/business units on the former Cotgrave Colliery site, the remainder of the commercial land is yet to be developed. Planning permission has been granted for the first commercial unit (Vision Express) on the land at Fairham and it is understood that there is interest in the site from other companies. There has unfortunately been no interest in the commercial land on the allocations at land north of Bingham, the former RAF Newton site. The allocation for land east of Gamston has not yet progressed due complications arising as a result of multiple land ownership.

The Service Manager, Economic Growth and Property continues to signpost companies to the employment land in the Borough, generating potential interest in the allocated sites.

ST1923_13 Support the delivery of improved transport infrastructure – potentially including the A46, A52, A453 corridors

Due date: March 2023

Progress:

This is an ongoing task and will extend beyond March 2023. An updated Memorandum of Understanding (MoU) was published in May 2019 for the A52/A606 Infrastructure Package and A52 Radcliffe Improvements. The MoU is between the Borough Council, County Council and Highways England and provides an agreed basis for securing the provision of developer contributions towards the delivery of the works identified in the MoU. The junction improvements on the A52 at Nottingham Road and Cropwell Road at Radcliffe on Trent have now been delivered. The A52 improvements still to be delivered include those planned at the Bingham Road, Radcliffe on Trent and Stragglethorpe junctions and at the Gamston, Wheatcroft and Nottingham Knight roundabout. The planned A606 improvements at the Tollerton Lane, Main Road and Cotgrave Road junctions are still to be delivered.

It is anticipated that all the various improvement works should be completed by 2024/25. In the A453 corridor, planned improvements to the Mill Hill roundabout are due to be delivered within the next few years to support the delivery of the Fairham development to the south of Clifton.

ST1923_14 Review the Asset Management Plan

Due date: March 2020

Progress: The Asset Management Plan (AMP) was taken to Cabinet on 10 March 2020 and approved by Council on 16 July 2020.

- The new AMP will be effective until 2025, although the content will be reviewed regularly to ensure it continues to align with corporate priorities.
- The revised AMP embeds the Corporate Landlord Approach where property assets are managed and operated by the core Property Team, this includes advising on acquisitions, disposals and development.
- The overarching objectives of the AMP [and wider asset management strategy] are being delivered/implemented, these include income and assets reviews, corporate development projects, maintenance and energy monitoring/efficiency. The AMP objectives are also informing the Carbon Management Plan.
- Various activity streams within the AMP are monitored and reported on via the Council's performance management framework, these include income, statutory compliance, development project progress.
- The Action Plan appended to the AMP is reviewed and updated annually.

Task complete and removal from the Corporate Strategy Action Plan recommended.

ST1923_15 Support the delivery of affordable housing in the Borough, working with developers, providers and private landlords

Due date: March 2023

Progress: Officers continue to work with developers to deliver policy compliant schemes and the provision of affordable housing on development sites throughout the Borough. The majority of the strategic housing sites and the allocations in the Local Plan Part 2 have the benefit of planning permission and will deliver the percentage of affordable housing required by Policy 8 of the Core Strategy. There are a few exceptions where viability has impacted on the level of affordable housing to be provided, including the land at Former RAF Newton and the Fairham development. Provision of affordable housing is sought on site but, exceptionally, financial contributions have been accepted for offsite provision. In addition, planning permission has been granted and affordable housing has been delivered by Metropolitan Housing through standalone schemes, including the redevelopment of a number of redundant garage sites.

In 2020/21 154 affordable units were completed and in 2019/20 106 units were completed.

ST1923_17 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

Due date: March 2022

Progress: No progress to date due to pending changes to the planning legislation.

ST1923_18 Review Local Plan Part 1 – Core Strategy in partnership with Greater Nottingham Housing Market Area

Due date: March 2024

Progress:

The Growth Options document was published for consultation in July 2020, with consultation originally closing on 14 September 2020. The consultation was reopened in February 2021 for a further 6 weeks because of a technical issue during the original consultation period. The Growth Options is the first formal consultation stage for the Strategic Plan. In total, around 900 individuals and organisations responded. All comments received are being considered as part of preparing and then publishing, later this year, a first draft (preferred options) of the Strategic Plan. The preferred options are expected to be published in September/October 2021, with publication of the final draft plan in Spring 2022. Adoption of the plan is expected

mid-2023. This is after the due date for this task and is a consequence of the additional time required to prepare key supporting studies for the plan and the time needed to process the Growth Options responses.

Corporate Priority: The Environment

ST1923_03 Respond to any proposals from the Resources and Waste Strategy for England

Due date: March 2023

Progress: Due to government pressures progress on the Environment Bill that links to the above has been slow.

Initial plan for significant changes to how waste is managed, which included weekly food waste collections and changes to what can be collected and recycled, and possible source separated recycling collections were to be put in place in 2023. More recent indications are these are now unlikely to start until later in 2024 at the earliest.

The government has recently launched 3 consultations in relation to the waste and resources strategy. One focuses on a planned deposit return scheme to address the estimated 14 billion plastic drinks bottles, 9 billion drinks cans and 5 billion glass bottles a year used across the UK, with a closing date of 4 June 2021.

A further consultation was launched on extended producer responsibility on ensuring easily recycled products are in those producers responsibly for their packaging. The proposals in the consultation document work together to create a scheme that incentivises producers to design packaging that is easy to recycle and ensure that they pay the full net cost of managing this packaging once it becomes waste. This is in line with the polluter-pays principle.

There is a separate consultation on consistency in household recycling collections with responses due by 4 July 2021. The types of materials to be included in each recyclable waste stream will be specified in regulations. The intention is to include the following materials in regulations, so that they are required to be collected by all local authorities:

- Glass bottles and containers – including drinks bottles, condiment bottles, jars
- Paper and card – including newspaper, cardboard packaging, writing paper
- Plastic bottles – including clear drinks containers, HDPE milk containers, detergent, shampoo and cleaning product containers
- Plastic pots, tubs and trays
- Steel and aluminium tins and cans.

In addition to the above items, it is proposed that the recyclable waste streams will also include the following items:

- Aluminium foil

- Aluminium food trays
- Steel and aluminium aerosols
- Aluminium tubes, eg tomato puree tubes
- Metal jar/bottle lids
- Food and drink cartons, eg TetraPak
- Plastic films, eg bread bags, carrier bags.

Task complete and removal from the Corporate Strategy Action Plan recommended. A new task for the implementation of the proposals (ST1923_19) is proposed.

ST1923_16 Refresh our carbon management plan and establish a carbon neutral target

Due date: March 2020

Progress:

On 10 March 2020, Cabinet agreed a target to become carbon neutral by 2030 from the Council direct operations and adopted a carbon action plan to monitor progress against this objective.

The carbon management action plan includes how the Council will seek to drive carbon behaviour change through its policy and regulation work along with acting in a leadership capacity to positively influence residents and business across the Borough.

There were 67 actions in the first version of the carbon management action plan. These were spread across eight key theme areas; property assets, fleet and transport, contracts and procurement, policy and regulation, waste and recycling, operation activity, community and business and offsetting.

The carbon management action plan is a live document which is regularly updated. It is constantly evolving as research and technology develops.

Progress to date has seen 10 public electric vehicle charging points being installed across the Borough with further locations being developed in 2021 including the installation of a solar canopy at Gamston Community Centre. £100k Salix funding awarded to the Borough Council to enable delivery of LED lighting upgrades to RBC estate and the new office centre at Bingham being built to Building Research Establishment Environmental Assessment Method (BREEAM) with £367k of carbon reduction technology.

Delivery of the action plan has been incorporated into standard day-to-day operations.

Task complete and removal from the Corporate Strategy Action Plan recommended.