Building on firm foundations

RUSHCLIFFE - GREAT PLACE • GREAT LIFESTYLE • GREAT SPORT
Rushcliffe Borough Council

Refreshed Corporate Strategy 2016 - 2020

Building on firm foundations

Rushcliffe has become a great place to live and work – and that’s not just our opinion. The Borough is consistently named in the top 50 best places to live in England and Wales (Halifax Quality of Life Survey). This year we also rank number 11 in Grant Thornton’s Vibrancy index for both ‘Dynamism and Prosperity’ and ‘Health, Wellbeing and Happiness’. Our population is growing, our young people are performing well at school and business is most definitely booming.

We’re working hard each and every day to ensure we continue to deliver on our pledge of ensuring Rushcliffe remains a Great Place, with Great Lifestyle and Great Sport.

Every four years we look back at what we set out to achieve; what you, our residents need and what you think about the Council. We take account of what’s happening nationally and try to look ahead predicting what the Borough needs moving forward over the next four years.

A lot has changed since our 2016 Corporate Strategy was published, both nationally and within Rushcliffe Borough Council. So we thought it was important to undertake a refresh. It is vital that we are always assessing and re-evaluating our priorities to ensure they remain aligned to changes in our governance and political structures, the demands of our residents, business and Central Government. In this document we will outline nine priorities that we have recently identified as critical to our future success and which we feel are key to continued growth and prosperity in our borough. You can find these nine priorities and the reasons we feel they are so important on page 8 of this document.

This refreshed document also identifies all that we achieved over the course of the 2012-2016 corporate strategy, as well as an update on the great progress that has been made since the publication of our 2016-2020 Corporate Strategy.

Funding provided by Central Government to local councils continues to decline. Despite this, we have continued to keep Council Tax levels within the lowest quartile in the country, whilst delivering efficiencies throughout the organisation. From 2011/12 to 2017/18, the Council’s net budget has reduced from £13.5m to £9.9m. Taking into account inflation this represents a 30% reduction in the Council’s net budget. With lower returns on our financial investments and increasing costs, we predicted that we needed to save a minimum of a further £1m by 2019/20. To do this without impacting on the services we know you value, we developed a Transformation Strategy to plan out where savings could be made, when and how. Over the last few years we have become ever-more imaginative in the ways we reduce expenditure, generate income, or change how we provide a service – you can read more about what we have been up to later in this document. Thankfully, we are doing well, with £5.2m already saved (since 2011/12) – that’s over 50% of our
2017/18 net budget. Our continued commercial approach, epitomised by both our Asset Investment Strategy and our investments in property, has ensured the previously anticipated gap of £1m has reduced to an anticipated £0.25m.

We have spent the last five years trying to protect the services that matter to residents and find innovative new ways of providing those that play such an important role in keeping the Borough a wonderful place to live and work. Of course we have needed to change the way we fund services – with some incurring a charge by the user and in other areas seeking external funding to do what needs to be done. We have been working more closely with our partners and treading new ground in collaborative working and service delivery. We are also focusing on the growth of the Borough, in terms of housing, business and employment, as we see this as the best path to a sustainable future for the Borough. We are creating new places and welcoming new people; nurturing those existing and working to integrate the two. We are remaining positive and are continuing to develop our processes with a business-like approach, to ensure we remain a robust, dynamic organisation, providing efficiency whilst retaining public service principles, prepared to take a calculated risk, invest in the future and look forward to brighter days ahead.

There remains as ever a collective sense of responsibility between Councillors and staff to deliver ‘what's right for Rushcliffe’. You can trust that all of our decisions will continue to be made with this at their core.

Allen Graham, Chief Executive, and Councillor Simon Robinson, Leader of the Council, Rushcliffe Borough Council
Key Achievements 2012-2017

- Excellent resident satisfaction
  - 90% of residents satisfied with Rushcliffe as a place to live
  - 76% of residents satisfied with the way the Council runs things
  - 65% of residents feel the Council provides value for money
- 10th best place to live and the 5th best rural place to live (Halifax), and best place to raise children (Family Investments)
- Approved our local plan after nearly 15 years of consultation and negotiation with local communities, housing suppliers and national government – now we can build houses where it makes sense in our local area
- Expanded our successful garden waste collection scheme into neighbouring council areas enabling more to be done with the same resources
- Established Streetwise Enterprises to take care of our grounds maintenance and street cleaning functions – after two years of operation it’s already hiring more local people and turning a profit which is being reinvested in the company
- Launched the YouNG project to develop the work-readiness skills of young people in our Borough providing work experience and real-life training
- Staff survey shows 91% of Rushcliffe staff are happy to ‘go the extra mile’
- Successfully moved from the Civic Centre to the newly renovated Rushcliffe Arena with minimal disruption to services.
- Renovated and re-opened the historic Bridgford Hall, with partners Nottinghamshire County Council, Birchover and the Heritage Lottery Fund.
- Invested in the building of 15 additional industrial units in Cotgrave. These units will create 50 jobs.

Between 2012 and 2017, we focused our attention and resources on three priority areas:

- Supporting economic growth to ensure a sustainable, prosperous and thriving local economy
- Maintaining and enhancing our residents’ quality of life
- Transforming the Council to enable the delivery of efficient high quality services

Actions undertaken by the Council helped to deliver real change for our residents in these areas. Here are some of our successes:

In December 2014, and after years of hard work, we finally adopted the Rushcliffe Core Strategy: Local Plan. The Local Plan determines what gets built in the Borough and makes sure that the infrastructure, such as transport links, shops, school and medical facilities, is in place to support the 13,150 new homes and 20 hectares of employment sites across the Borough. The Local Plan provides development
guidance for the next 14 years and will ensure development takes place in a sensitive and sustainable way.

Our regeneration scheme for Cotgrave is progressing well with the first few homes on the old colliery site already inhabited. David Wilson and Barrett Homes are building 470 homes off Hollygate Lane and working closely with Cotgrave Country Park to maintain green spaces in the area. To breathe new life into the town centre and shopping precinct, we have bought the properties in this area to make regeneration easier to manage. In late 2015 a consultation event was held within the local community to share our plans for the town centre, and resident and business owners’ views are being taken into account in the planning phases. The Council decided to invest a further £2.5m into Cotgrave taking its total regeneration investment to over £3.5m in the town. In addition the Council has secured £7m of external funding for Cotgrave town centre and colliery site taking the total amount to over £10.5m. To increase the viability of the town we have increased the number of employment sites in the locality with the construction of 15 new business units on brownfield land off Colliers Way. The Cotgrave regeneration is a long term project and it is expected to run throughout the term of the next Corporate Strategy.

As a Borough, Rushcliffe prides itself on being ‘open for business’ – we are lucky to have a number of large businesses in our area, such as E-On and Lafarge, but in a bid to encourage a larger number of small businesses to make Rushcliffe their home we held a developer forum in early 2014. This identified a number of barriers to development and occupation by businesses which we are working to remove. We have a very successful Business Partnership and regular Business Newsletter – we help our small local businesses with publicity through our website, newsletters and on social media. We have established regular Jobs Fairs with partners Nottingham Post and Job Centre Plus – these have been instrumental in bringing many jobseekers together with potential future employers. We have helped to place numerous apprentices over the last few years in partnership with Central College Nottingham, including 15 within the Council. Our business units are continually in demand and occupancy is high at around 96% continuously. We now have an Economic Development Plan which focuses on making Rushcliffe a desirable place for new business growth.

In pursuing our economic growth agenda, we have secured £6.25m in Growth Deal funding to develop employment sites along the A46 corridor, in Bingham, Cotgrave and Newton. By putting the initial infrastructure in place, we feel that these locations will be more attractive to businesses looking to relocate to bigger premises or into the Borough. Work is already underway on these sites.

Working with businesses and our local community is vital to making sure that growth within Rushcliffe is sustainable and to that effect we have established Growth Boards in West Bridgford, Radcliffe, Bingham and East Leake to investigate the needs of these communities, make infrastructure improvements where we can and to attract appropriate new business to the area.
Following national changes, Rushcliffe replaced Council Tax Benefit with a local Council Tax Support Scheme in April 2013. The scheme ensures that local people who need help meeting their Council Tax payments continue to get help. In addition, the Council has in recent years frozen Council Tax payments to help reduce the burden on local people caused by the national recession. We also played a pivotal role in the government’s new Welfare Reform scheme, piloting the Universal Credit scheme in 2013, helping to identify the main drivers and barriers to moving benefits to a completely online delivery function. By the end of the pilot, 94% of housing benefit claims made within Rushcliffe were done online – cheaper for us and much more convenient for claimants.

The Council has developed YouNG – a project run by teenagers – to enable young people to get an insight into the world of work and to give them a platform to hone their entrepreneurial and performing skills at markets and functions which they, themselves, organise. Each year, one Year 10 student is selected from each of the seven secondary schools in the Borough to work for YouNG. The Council also has two full-time YouNG apprentices to work on developing the website and to work with local businesses to promote work experience opportunities.

We are keen to share our great ideas and work with our neighbouring councils to help them meet the needs of their residents. Our garden waste collection service was so successful that Newark and Sherwood district council asked us to offer the service to residents in parts of their Borough. The take-up has been fantastic and makes it more cost efficient to run the service within our Borough because the vehicles and staff have more to do. We have also started administering the garden waste scheme Newark and Sherwood run in their central area while they still pick up the bins.

Following the introduction of the Localism Act in 2011, many of our communities have been working towards producing a community or village plan giving them a clear direction for their locality, some have even started consulting on neighbourhood plans which, if accepted by the community following a referendum, would give them greater say over planning matters in their area. We are supporting our local communities to explore these ideas and come together to improve the places where they live and work.

Over the last few years, we have staged an ever-growing number of events, not only enabling residents of the Borough to enjoy themselves, but also to encourage visitors from outside Rushcliffe to come along and see what we have to offer. Well-established events include Lark in the Park, Sunday Funday (formerly Rush4Health) and the Christmas lights switch-on, while new additions over the past couple of years include Proms in the Park and A Taste of Rushcliffe. To these we have also added a number of YouNG Markets each year – run by and showcasing the talents of our local young people.

We have also been working with our local sporting partners such as the Nottinghamshire County Cricket Club and Nottingham Rugby Club to deliver
programmes for school aged children within the Borough. Positive Futures (cricket), ‘Little Ruggers’ and ‘30 days of Rugby’ bring real sportsmen and women into school and community clubs to teach children about the sport and also wider life lessons such as respect, healthy eating and fitness.

In response to the national recession in 2008 and the extensive cuts within local government over the next few years, we drew up a four year plan to focus our efforts on service redesign, maximisation of income and cost reduction. We saved over £3million in the first three years. We replaced the four year plan with a Transformation Strategy when the need to save even more from our budgets became apparent in 2013. So far we have saved £5.2m without impacting on the frontline services that our residents value.

In 2015, we carried out a significant ‘channel-shifting’ exercise, putting more and more services online and enabling residents to choose the method and time to do their business with the Council. Online transactions are significantly cheaper than either using the telephone or dealing face to face. This is on-going with more services being developed for online access and self-service, now badged as the Council’s “digital by default” services.

The Council undertook a review of its property portfolio to ensure the buildings and facilities we have are good investments and beneficial to the community. As a result, a number of properties and parcels of surplus land were sold; Park Lodge, Gresham Pavilion and Hound Lodge. The Council purchased the Point in West Bridgford in 2012. This prominent office building was struggling to find tenants but we have already brought it up to 80% occupancy demonstrating our drive towards maximising our property portfolio. On the back of the success of the Point investment, we approved a £10m Investment Fund should other opportunities arise.

One of the biggest and most successful ventures we embarked upon over the last few years was developing our Streetwise service into a social enterprise. This move has enabled Streetwise to retain the best aspects of its public sector heritage and social values, whilst operating in a more commercial way to open up new opportunities and to grow the business. Existing staff were transferred into the new company under TUPE and Streetwise has been awarded the contract to provide a street cleansing and grounds maintenance service to the Borough Council for an initial contract period of 5 years. Overall, the cost of the contract will result in a saving to the Council, allowing them to generate their own work and income beyond the boundaries of Rushcliffe. Streetwise Environmental have already been successful in gaining private sector work and have employed a number of additional staff.

A review of our building control service identified an opportunity to transform the service through a full partnership delivery approach with South Kesteven District Council which built on the previous successful shared management arrangement. This approach has brought in significant benefits, including increased resilience, greater efficiencies through the use of shared processes and further savings.
Rushcliffe Borough Council and Nottingham City Council commenced a ‘Co-operation Agreement’ in April 2014 to deliver fleet maintenance and garage services across both geographical areas. The service has built on the City Council’s scale and expertise in the delivery of maintenance programmes for large and complex public sector fleets. The service now includes the proactive maintenance and responsive repair of all the Council’s fleet of vehicles and equipment at the City Council’s Depot. The agreement has resulted in: a range of benefits and cashable savings for Rushcliffe; the creation of a platform for further growth with other public sector partners; and the alignment of the Council’s recent collaboration agreement on partnership working.

In December 2016, we moved from the eight storey premises we had occupied since the 1980s, to the newly renovated Rushcliffe Arena. 200 members of staff were relocated over one weekend to an open plan, dynamic office space, working together on one floor encouraging a one team approach across the whole council. This move involved a major revamp of the existing leisure facilities at Rushcliffe Arena. Now residents can enjoy the brand-spanking new facilities, including a 25m pool and beach-themed fun pool, a modern gym and fitness studios, bowls rink, sports hall and squash courts.

In June 2017, after a year-long £2.3 million refurbishment, Bridgford Hall in West Bridgford reopened as an apart-hotel and civil wedding ceremony venue. Funding from Rushcliffe Borough Council and the Heritage Lottery Fund was provided to modernise the 250 year old Georgian building, creating seven short-stay apartments on the first and second floors, as well as enhancing accommodation for Nottinghamshire County Council’s registrar service on the ground floor. Works at the hall were undertaken by a specialist team from Woodhead’s Heritage and include the creation of a new lift shaft and new entrance point for the aparthotel, with historic architectural assets such as fireplaces and window frames retained and restored.
Building on firm foundations

This document presents our Strategy for the next four years. It is the Council’s sixth Corporate Strategy and continues to focus on the same three key themes identified in the 2012-16 Strategy building upon the firm foundations we have laid in these areas and striving to achieve even better outcomes for our residents. These three themes are:

- Delivering economic growth to ensure a sustainable, prosperous and thriving local economy
- Maintaining and enhancing our residents’ quality of life
- Transforming the Council to enable the delivery of efficient high quality services

In our original Corporate Strategy 2016-20, we identified twelve strategic tasks under these three key themes, the delivery of which will help the Council towards its long-term goals set out in the 2020 Vision for the Borough (the 2020 Vision can be viewed at – http://www.rushcliffe.gov.uk/).

The Action Plan for the delivery of these tasks can be seen on the following page, detailing their desired outcomes and how we are going to measure progress toward achieving them.

Our Nine Priorities

A vital part of refreshing this document is ensuring that our resources and time are being spent on the works which will most benefit the borough. Through this exercise of re-evaluation we have highlighted nine key areas, which arise from our twelve strategic tasks, but provide a much needed refreshed focus, in an environment of continual change, both globally and locally. These nine have been identified by our newly appointed Cabinet as areas of Commitment, Priority and Focus, which they will be putting renewed energy and drive behind.

The first of these nine key areas in focus are in relation to the place and growth of:

- East Leake
- Bingham
- Radcliffe on Trent
- West Bridgford

These four area based priorities arise from the first of our strategic tasks: Develop a programme of Growth Boards focusing on West Bridgford, Bingham, Radcliffe on Trent and East Leake to support economic growth and infrastructure in these areas.
These four growth boards are all at different stages in their progress, but all require continued focus and resource, to ensure we are meeting the unique needs of their respective residents and businesses. Our new Cabinet is committed to continuing to support their growth.

The remaining five areas of Commitment, Priority and Focus are:

- **Housing Growth and Delivery**
  This links in with a number of our strategic tasks, but primarily with task nine: Deliver Part 2 of the Rushcliffe Local Plan. It is essential that we are remaining in control of housing growth in the borough, ensuring that it is being enabled in the right locations and with the right mix, never losing focus of affordability. We have an ambitious target of 13,150 new homes in the borough by 2028 and we must not let this slip from focus.

- **Communications**
  A key part of this area of focus is about making sure we are communicating with our residents effectively and ensuring they can access us and our services in the ways that are right for them. We must continue to think creatively and explore new and ever more innovative methods of communication, which are cost effective for us and make life easier for our residents. We must also ensure that we are continuing to communicate with our residents about the other priorities on this list.

- **Service Consistency**
  This priority also arises from task eleven: Continue to reduce cost and increase efficiencies. With funding from Central Government to local councils continuing to decline, reducing costs and increasing efficiencies are inevitable. We must therefore ensure that the quality of the services which our residents rely on across the borough remains exceptional, in the face of this challenge.

- **Public Speaking, Transparency and Involvement**
  It is essential that our organisation acts as transparently as possible. We want our residents to know that they have the power to contribute to the decision making processes and help shape public services. Introducing public speaking into our Planning Committee has been a significant part of this work. We are determined to continue to introduce opportunities for residents to have their voices heard in more meetings going forward.

- **Commerciality and Asset Management**
  This priority clearly links to a number of our strategic tasks. In the past 9 years our net revenue budget has gone from in excess of £14m to £9.9m. In order to manage this financial reduction without impacting on the services our residents value, we have had to develop an increasingly commercial approach to business. We must ensure we are making the most of our assets, investing wisely and generating new sources of income, to secure a stable and prosperous future for our borough.
Review and Monitoring

The Corporate Strategy is reviewed by the Council’s Performance Management Board on a quarterly basis. Progress towards achieving the objectives and targets set out under the strategic tasks is reported and monitoring of strategic performance indicators takes place. This enables Councillors to see where the Council is performing well and where further attention is needed if the Council is to reach its stated goals. The Council will also continue to expand its communication with residents keeping them informed about progress against the Corporate Strategy to enable them to hold the Council to account.
**Delivering economic growth to ensure a sustainable, prosperous and thriving local economy**

<table>
<thead>
<tr>
<th>Strategic Tasks</th>
<th>Community Outcomes</th>
<th>Measures and Targets</th>
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<tbody>
<tr>
<td>1. Develop a programme of Growth Boards focusing on West Bridgford, Bingham, Radcliffe on Trent and East Leake to support economic growth and infrastructure in these areas</td>
<td>A long term vision for each area, which meets the needs of new and existing residents and businesses as well as contributing to the Borough as a whole, exists and is used by all relevant stakeholders in decision making</td>
<td>Publish report of the West Bridgford Commissioner by December 2017. (Completed)</td>
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<td>2. Proactively engage with partnership activities to maximise the benefits of collaborative working for Rushcliffe residents and businesses, including:</td>
<td>An efficient Council that leverages the best advantage from partnership activities for the residents and businesses of Rushcliffe</td>
<td>Identify funding and investment opportunities following the publication of the Tudor Square Masterplan and retail study by March 2018.</td>
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<tr>
<td>• Playing an active role in D2N2</td>
<td></td>
<td>Create actions plans for the Growth Boards by March 2018.</td>
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<td>• Collaboration Partners</td>
<td></td>
<td>Complete assessment of need for future Growth Boards in the Borough by March 2017. (Completed)</td>
</tr>
<tr>
<td>3. Activate the Asset Investment Strategy to maximise the Council’s asset portfolio as the conditions prescribed in the Strategy arise</td>
<td>Income from the Council’s investments is maximised to protect and secure the future provision of services to the community</td>
<td>Completion of Bingham Masterplan exercise by April 2018</td>
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**Chief Executive**

- April 2015 – March 2020
- April 2016 – March 2020

**Chief Executive**

- April 2016 – March 2020

**Executive Manager – Finance and Corporate Services**

- April 2016 – March 2020
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| 4. Work with partners to progress infrastructure projects, including:  
  • Improvements to the A52  
  • Improvements to the rail connections between Nottingham and Grantham  
  • Feasibility of a fourth Trent crossing | Residents and businesses benefit from improved road and rail infrastructure links in key areas of the Borough | Complete feasibility study for improvements to rail connections by March 2018. (Completed)  
 Contributions received as a percentage of current developer contributions.  
 Value of future developer contributions to infrastructure funding. |
| 5. Regenerate Cotgrave, including:  
  • New housing on the colliery site,  
  • Employment opportunities through jobs clubs, apprenticeships and training,  
  • Additional employment units on the colliery site  
  • A vibrant town centre with new public sector facilities and refurnished shops and public realm | Quality of life for the residents of Cotgrave is improved through increased local employment opportunities, an enhanced local environment and excellent local shopping and social facilities | Submit planning application for Cotgrave Town Centre by September 2016. (Completed)  
 Number of employment opportunities created as part of the Cotgrave development.  
 Percentage of new private homes on the colliery site completed.  
 Percentage of new affordable homes on the colliery site completed.  
 Percentage of new homes on the colliery site occupied.  
 Percentage of employment units on the Cotgrave colliery site occupied. |
| 6. Contribute towards economic growth in the Borough, by:  
  • Facilitating the building of new industrial units  
  • Delivering the ‘Growth Deal’ projects (A46 corridor: Cotgrave, Land North of Bingham, RAF Newton)  
  • Unlocking employment sites in the Borough | The Borough is a more prosperous area with an improved offer to attract new investment creating new employment opportunities and ensuring thriving local businesses | Percentage of Growth Deal money drawn down and allocated.  
 Percentage of new homes at the Land North of Bingham completed.  
 Number of employment and training opportunities created through developments in the Borough (excluding Cotgrave).  
 Submit funding application for Sustainable Urban Development (SUD) funding to Nottingham City Council by March 2018 |
### Maintaining and enhancing our residents’ quality of life

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<tr>
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| 7. Activate the Leisure Strategy to best provide leisure facilities and activities as the conditions prescribed in the Strategy arise, including:  
- Completion of the new leisure centre at the Arena  
- Investigate best possible course of action for Bingham leisure Centre  
- Work with developers to ensure adequate recreational facilities are included in new housing developments  
- Review Edwalton Golf Course | Rushcliffe residents continue to benefit from superb leisure facilities across the Borough helping them to maintain healthy lifestyles with easy access to a range of leisure facilities | Arena leisure centre operational by January 2017. (Completed)  
Complete review of Bingham Leisure Centre by December 2017.  
Complete review of Edwalton Golf Courses by March 2017. (Completed)  
Percentage increase in population taking part in sport & physical activity at least twice in last month.  
Percentage of users satisfied with leisure facilities. |
| 8. Facilitate activities for Children and Young People to enable them to reach their potential, including:  
- Establish the future vehicle for YouNG sustainability  
- Continuing to facilitate work experience opportunities for young people through YouNG and through provision of or access to Apprenticeships  
- Build on the success of Positive Futures in Cotgrave by extending it to other areas of the Borough | Young people in Rushcliffe are provided with a range of opportunities to develop their self-confidence, knowledge and skills to enable them to play an active role in their community and be ready for the world of work. | Establish the future vehicle for YouNG sustainability  
Continue delivery of Positive Futures Programme  
Number of work experience placements organised.  
Number of apprenticeships organised within the Council.  
Number of young people engaged with the Positive Futures programme. |
| 9. Deliver Part 2 of the Rushcliffe Local Plan, including:  
- Supporting the delivery of new development at key rural settlements  
- Supporting Neighbourhood Planning within the Borough  
- Preparing further policies to manage new development (e.g. retail, employment, climate change and green infrastructure) | Existing residents and potential residents wanting to relocate within or move to the Borough have adequate access to appropriate housing | Adopt part two of the Local Plan by September 2018.  
Complete second stage of Green Belt Review by December 2016. (Completed)  
Number of Neighbourhood Plans adopted.  
Percentage of homes built on allocated sites at key rural settlements.  
Percentage of new homes built against the target within the Local Plan. |
### Strategic Tasks

#### 10. Deliver the Medium Term Financial Strategy, including:
- Undertaking the projects identified in the Transformation Strategy to meet the targets therein
- Generate new sources of income for the Borough Council to reduce dependency on central government funding

#### 11. Continue to reduce cost and increase efficiencies by:
- Identifying opportunities for collaboration with partners to deliver lower cost customer-centric services
- Delivering the Customer Access Strategy to increase low-cost digital transactions

#### 12. Continue to develop the Council’s Property Portfolio to enhance the Council’s financial position and deliver community outcomes, including:
- Facilitate the building of, and cultural change required to move to, the new Civic Offices in early 2017
- Following vacation, dispose of the existing Civic Centre in line with Council decision
- Relocate the Abbey Road Depot
- Deliver the Bridgford Hall heritage refurbishment project

### Community Outcomes

- Residents are confident that the Council is well run, financially sound and delivering the services they need
- Residents are able to access Council services and information at a time and in a way that suits them
- Property owned by the Council is utilised to its full potential or used to generate income for the Council enabling it to keep Council Tax as low as possible

### Executive Manager - Finance and Corporate Services

**April 2016 – March 2021**

- Executive Manager for Transformation

### Measures and Targets

<table>
<thead>
<tr>
<th>Percentage of residents satisfied with the services the Council provides.</th>
<th>Percentage of residents satisfied with the variety of ways they can contact the Council.</th>
<th>New Council Offices at Rushcliffe Arena operational by spring 2017. (Completed)</th>
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<tbody>
<tr>
<td>Percentage of residents believing the Council provides value for money.</td>
<td>Percentage increase in self-serve transactions.</td>
<td>Finalise business case for the disposal the Civic Centre by December 2017.(Completed)</td>
</tr>
<tr>
<td>Value of savings achieved by the transformation strategy against the original programme in April 2016.</td>
<td>Percentage of Customer Access Strategy delivered.</td>
<td>Complete Bridgford Hall building works by Spring 2017. (Completed)</td>
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<tr>
<td>Combined number of Social Media followers.</td>
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<td>Preferred site identified and business case prepared for Depot relocation by March 2018.</td>
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<td></td>
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<td>Depot relocated by March 2020.</td>
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