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Our reference:
Your reference:
Date: 26 February 2014

To all Members of the Council

Dear Councillor

A meeting of the RUSHCLIFFE BOROUGH COUNCIL will be held on Thursday 6 March 2014 at 7.00 pm in the Council Chamber, Civic Centre, Pavilion Road, West Bridgford to consider the following items of business.

Yours sincerely

Executive Manager Operations and Corporate Governance

AGENDA

Opening Prayer

1. Apologies for absence.
2. Declarations of Interest.
3. Minutes

To receive as a correct record the minutes of the Meeting of the Council held on Thursday 12 December 2013 (pages 1 - 13).

4. Mayor's Announcements.
5. Leader's Announcements
6. Chief Executive's Announcements
7. Petitions

To receive any petitions.

8. 2014/15 Budget and Financial Strategy

The report of the Executive Manager – Finance and Commercial is attached (pages 14 - 84).

9. Council Tax 2014/15

The report of the Executive Manager – Finance and Commercial will follow.

10. Community Governance Review Edwalton Recommendation of Cabinet

The report of the Executive Manager - Operations and Corporate Governance is attached (pages 85 - 98).

11. To answer questions under Standing Order 11(2).

Meeting Room Guidance

Fire Alarm Evacuation: in the event of an alarm sounding please evacuate the building using the nearest fire exit, normally through the Council Chamber. You should assemble in the Nottingham Forest car park adjacent to the main gates.

Toilets are located opposite Committee Room 2.

Mobile Phones: For the benefit of others please ensure that your mobile phone is switched off whilst you are in the meeting.

Microphones: When you are invited to speak please press the button on your microphone, a red light will appear on the stem. Please ensure that you switch this off after you have spoken.

**MINUTES
OF THE MEETING OF THE
COUNCIL
THURSDAY 12 DECEMBER 2013**

Held at 7.00 pm in the Council Chamber, Civic Centre, Pavilion Road, West Bridgford

PRESENT:

Councillor B Buschman – Mayor
Councillor R Hetherington – Deputy Mayor

Councillors L J Abbey, R A Adair, Mrs S P Bailey, J R Bannister, D G Bell, Mrs D M Boote, S J Boote, N K Boughton-Smith, N A Brown, R L Butler, H A Chewings, J N Clarke, T Combellack, L B Cooper, J E Cottee, J A Cranswick, G Davidson, A M Dickinson, J E Fearon, M G Hemsley, R M Jones, K A Khan, I I Korn, N C Lawrence, E J Lungley, A MacInnes, Mrs M M Males, G R Mallender, S E Mallender, D J Mason, F J Mason, G S Moore, B A Nicholls, E A Plant, F A Purdue-Horan, S J Robinson, D V Smith, Mrs J A Smith, P Smith, J A Stockwood, Mrs M Stockwood, B Tansley, J E Thurman, H Tipton, T Vennett-Smith and D G Wheeler

ALSO IN ATTENDANCE:

98 Members of the public

OFFICERS PRESENT:

A Goodman	Member Support Officer
A Graham	Chief Executive
R Mapletoft	Planning Policy Manager
V Nightingale	Senior Member Support Officer
P Randle	Local Plan Lead Officer
P Steed	Executive Manager – Finance and Commercial
D Swaine	Executive Manager - Operations and Corporate Governance

APOLOGIES FOR ABSENCE:

Councillors J E Greenwood and Mrs J M Marshall

OPENING PRAYER

The Meeting was led in prayer by the Mayor's Chaplain

33. Declarations of Interest

There were none declared.

34. Minutes

The minutes of the meeting held on Thursday 26 September 2013 were received as a correct record and signed by the Mayor.

35. Mayor's Announcements

The Mayor informed Council that he had attended 55 functions since the last Council meeting. These had included the Bingham Fair, Goose Fair, a recital by a Norwegian Choir and the Council's Sports and Community Awards evenings. He stated that he had attended four Remembrance Day services, the Armistice Day service and that 40 wreaths had been laid on behalf of the Borough Council. He informed Members that he would be helping to provide dinner on Christmas Day at the Friary in West Bridgford. He stated that, on behalf of the Council, he had sent a letter of condolence to South Africa on the death of Nelson Mandella.

36. Leader's Announcements

The Leader informed Council that he had been proud to attend two events; firstly when a national award in the Britain in Bloom competition had been given to Barton in Fabis; and secondly the Make Cotgrave Smile project had been given recognition and officers and other partners had received commendations from the Chief Constable.

37. Chief Executive's Announcements

The Chief Executive informed Members that the Council's Benefits Team had been awarded Team of the Year by the Institute of Revenues Rating and Valuation. He also stated that the YouNG project had been given a national Youth on Board award by their peers from the British Youth Council.

38. Petitions

Councillor Mason presented a petition on behalf of Tollerton Against Backdoor Urbanisation to the Mayor. The petition read:

In our view the proposals to extend the Green Belt beyond the ring road on the south east of Nottingham, allowing urban sprawl to spread into Tollerton parish with the prospect of thousands of houses swamping a village of 850 households, will destroy the identity of the village, pose a real threat to the environment and would result in a loss of leisure, visual amenity and quality of life for the residents of Tollerton.

We call on all planning authorities, local, regional and central government and, if necessary, the Secretary of State to preserve the defensible boundaries of the green belt, to exclude the proposals for housing in Tollerton from the development framework and to refuse permission for any similar developments in Tollerton and Bassingfield.

The petition was received without discussion and referred to the Chief Executive.

Mr M Tisbury presented a petition on behalf of Holme Pierrepont and Gamston Parish Council. The petition related to the open spaces in Gamston that were no longer being maintained by Bovis Homes. He stated that, when planning permission was granted in the 1980's, pieces of land had been set aside for the benefit of the residents and these were maintained by Bovis Homes for

many years. However, local residents had now been informed that there was only money available for safety works. The issue of the maintenance of these areas had been raised on many occasions and over 1,000 people, which was a significant proportion of the parish, had signed the petition which called on the Council to resolve the issue.

Mr Tisbury presented the petition to the Mayor which read:

We the undersigned petition Rushcliffe Borough Council to

- i) Open negotiations with Bovis Homes for the transfer of the land, and*
- ii) For Rushcliffe Borough Council to make provision in its 2014/15 budget to maintain such land.*

The petition was received without discussion and referred to the Chief Executive.

39. Rushcliffe Core Strategy – Proposed Modifications

Councillor Clarke stated that this important item affected nearly every person in the Borough and would shape the area for at least the next 15 years. He informed Members that this report was the culmination of many years work, starting with the Government's approach for a Regional Spatial Strategy. He reminded Members that 16,500 houses had been allocated to the Borough, however the Council, after public consultation, had approved a strategy with only 9,600. When considered by the Planning Inspector this strategy had been found unsound and the Council had been advised to increase the number of houses by 3,550. Councillor Clarke stated that the proposed strategy also included policies to address issues such as employment provision, economic development, town and local centres, regeneration, gypsies and travellers, historic environment, culture, tourism and sport, green infrastructure, biodiversity, transport infrastructure, etc and therefore he was reluctantly recommending it for approval by Council.

In proposing the recommendation Councillor Clarke reminded Members that this strategy reflected the huge amount of detailed work carried out by officers and, the deliberations and consideration of the issues by the cross party Member Group. He stated that an extensive consultation exercise had taken place and that residents' views and opinions had been considered. He said that the Council's engagement with the public had exceeded the Authority's legal requirements. He felt that by approving the recommendation and adhering to the due process of adopting a Local Plan the Authority was acting responsibly and in the best interest of the Borough. If the Council did not adopt a Plan then it would have no defence against uncontrolled and unwanted planning applications. A 'no Plan' approach would allow developers to build where it was deemed inappropriate and the Council would not have a say in what supporting facilities and infrastructure would be required.

With reference to the consultation Councillor Clarke stated that work had been undertaken with authorities in the Greater Nottingham Housing Market area to ensure that the future growth of Rushcliffe and Greater Nottingham as a whole was taken into account. This work included consideration of the infrastructure

implications and how these could be mitigated. He also stated that work had been carried out with the towns and larger villages in the Borough to ensure the future vibrancy and vitality of those communities.

Councillor Clarke stated that, in accordance with Government Policy, most of the housing growth proposed was on the urban edge and on the Borough's major brownfield sites, ie the Cotgrave Colliery site, former RAF Newton site and Tollerton Airport. Also included within the proposed allocation areas of employment land had been identified as the Council wished to encourage new businesses and economic development opportunities. He acknowledged that there were changes being proposed to a small percentage of green belt land but he re-iterated that this was also in accordance with Government Policy.

In conclusion, Councillor Clarke stated that the modifications set out in the report had been proposed by the cross party Working Group to Cabinet, who were now recommending their approval by Council. He reminded Members that, if approved, the Core Strategy would be put out for a six week consultation period before being submitted to the Planning Inspector for her examination in public.

Finally, with reference to his previous comments Councillor Clarke urged Members to support this proposal as he believed it was the best compromise available under difficult circumstances.

Councillor Bell, in seconding the recommendation, stated that this was a large and complex document. As Chairman of the Working Group he thanked officers for their hard work and the research that had been undertaken. He also thanked the members of the Working Group for their thorough deliberations of the raft of policies contained within the Strategy. He stated that these policies were important and ensured that the Council had sound planning processes, and therefore protection, for the next 15 years.

With regards to the strategic housing allocation Councillor Bell reminded Members that the policy must conform with the Government's National Planning Policy Framework and had to be evidenced based and be objectively assessed as sound, viable and deliverable. Also it must be evidenced that the Council had fulfilled its duty to co-operate with neighbouring authorities, He believed that if the Local Plan failed then development in Rushcliffe would be developer led which would be disastrous for the Borough as it would probably involve more housing and larger land take than being proposed in the Core Strategy. He recognised that not all development should be viewed negatively as it could bring significant benefits for the community, including affordable housing, which could help future generations of young people to be able to live in the Borough rather than having to move out to cheaper locations.

In summing up Councillor Bell requested a recorded vote.

Councillor Davidson also thanked the officers and the Working Group for their lengthy and detailed discussions over a long period of time which had culminated in the report being put before Council. He recognised that the number of houses that had to be allocated was a fait au compli and that the Borough Council did not have a choice, although he felt that this was not in the

spirit of localism. On behalf of the Liberal Democrat Group he proposed an amendment to the recommendation to:

1. that the proposed modifications to the Rushcliffe Core Strategy Publication Draft, as highlighted at Appendix 1 and Appendix 2, should be approved subject to the following changes:
 - reducing the number of homes required at the Melton Road, Edwalton site from 1500 to 1200 and allocating 150 extra homes to the South of Clifton site and 150 extra to the Gamston (north of Tollerton) site;
 - setting a minimum requirement for affordable housing as 40% of the dwellings in the urban area (defined as West Bridgford except for Edwalton) and 30% elsewhere;
 - the proposals for transport and green infrastructure being changed to ensure that significant improvements are provided at all allocated sites;
 - after the above have been done, proceeding with the recommendations in sub-sections 2, 3 and 4.

In proposing the amendments to the recommendation Councillor Davidson believed that it would comply with the National Planning Policy Framework and also would not hinder the process of the Core Strategy being adopted. He stated that there were negative impacts to development, especially to the environment and that these should be minimised as much as possible. He believed that there was a serious flaw in the process in the fact that no account had been taken of numerous, large developments in neighbouring authorities which would have a significant impact on the Borough's infrastructure.

With regard to affordable housing he felt that the Council should have more than a desire to protect this requirement and he felt that the Borough had been pressured into accepting a lower target than had previously been set by this Authority. The Council currently had a 30% target and it still left a shortfall between demand and availability. Also in respect of the environment and transport infrastructure the wording of the policy left too many caviats and loopholes for developers to argue that it would render the site unsustainable.

In conclusion Councillor Davidson stated that in respect of the amendment it was proposed that the development at Melton Road, Edwalton, known as Sharphill, should be reduced to the previous number of houses, 1,200, and slightly increase the number at two of the other sites. Also the amendment increased the target for affordable housing to 40% for the urban areas of West Bridgford and 30% for the rest of the Borough. The amendment also requested significant improvements to the transport and green infrastructure contained within the Strategy.

Councillor Boote seconded the amendment stating that the housing, wildlife and transport at Sharphill needed to be balanced. He did not feel that the

developers statement that 1,200 houses was not viable on the site and needed to be increased was valid. He did not believe that the Council should decide on viability and developers' profit and that this should be left for the market to decide.

With regard to affordable housing Councillor Boote stated that the Council should insist on a minimum target of 40% for the urban areas and 30% elsewhere and not just seek. Even with this target he was sure that developers would want to build in the Borough and that they would make a profit.

In rejection of the amendment Councillor Bell informed Members that viability was a significant issue. As a local authority had to ensure that any development was deliverable under the auspices of the National Planning Policy Framework. The amendment to the Sharphill development would significantly alter its viability whilst increasing the risk, in the Inspector's view, of the Gamston scheme not being deliverable. He also stated that the increase in the Barton site would increase the density of the location and there would be further loss of open spaces.

Councillor Jones, in support of the amendment, reminded Members that the Council had removed large numbers of applicants from the housing waiting list as they would be unlikely to be offered a home. By not accepting the amendment he felt that the Council would be letting down the young people of Rushcliffe who would find it difficult to find a house or a job. He believed that the Strategy failed with regard to infrastructure especially along the A52.

In respect of the Sharphill development Councillor Jones stated that the current proposals were contradictory to the 2009 approval regarding the community park, road access to Musters Road, buslinks, etc. The new proposals would increase the probability that Musters Road would become a rat run. He accepted that the density could be increased and therefore a few more houses could be included however he did not support 300 extra homes. He also did not accept that the gap between the houses and the nature reserve should be decreased which could lead to the loss of the open space.

Councillor D Boote, stated that affordability is a large issue in Rushcliffe especially as the average house price was 8 times the average earnings, therefore making it more difficult for many families to afford a home. It was important that the target for affordable housing was kept at 30% as a minimum and should not be negotiated down. She was pleased to see that the west of Sharphill was being protected but this proposal would still lead to a loss of woodland.

Councillor Bannister stated that, on behalf of the Labour Group, they would not be supporting the amendment. He informed Members that the Planning Inspector would look at viability when considering the soundness of the Core Strategy. He agreed that everyone would like to see more affordable housing in the area and it had been raised at a Local Development Framework meeting that this could be revisited in the future. He was not in favour of amending the numbers as this was just redistributing the issue from one area to another. He did support the need for a Plan and hoped that the Inspector would find it sound.

Councillor Khan stated he supported the amendment and reminded Members that there had been a planning inquiry in 2009 regarding the Sharphill site and the Inspector's decision was for 1,200 houses with conditions to prohibit travel flow. He felt that the Council should not consider the developers profits but the interests of its residents and keep to the original proposals for this site.

Councillor Mrs Stockwood in opposition to the amendment agreed with Councillor Bell that viability and deliverability had to be considered when looking at sites.

Councillor Vennett-Smith stated that he would abstain from the vote on the amendment as it proposed an extra 150 houses within his ward, which was already subject to the loss of greenbelt land due to the 3,500 houses already proposed, the widening of the A453 and the NET developments.

Councillor Lawrence informed Councillor Jones that he had chaired the group that had scrutinised the housing waiting list and that it had been reduced by removing the duplicated names and the people who were not in housing need, therefore it now gave a more accurate figure for the Council to take into account when making such decisions. He stated that the proposed Plan would lead to 3,500 to 4,000 affordable homes.

Councillor Mallender stated that the Green Party supported the increase for affordable housing and the green infrastructure, which he felt was often lost. However, he would be abstaining from the vote on the amendment as he could not support the movement of the housing numbers. He also did not want to see an increase in the land take at the Sharphill site.

Councillor Abbey supported the amendment in respect of the provision of affordable housing, especially for young families.

In summing up Councillor Davidson requested a recorded vote on the amendment. In answer to some of the comments made he stated that some sites in the Core Strategy had already been granted planning permission with diluted conditions in respect of affordable housing. Also that there were many young people who were not on the housing list but would require an affordable home if it was available. He stated that the housing numbers in the Strategy were very elastic and therefore these could be increased by developers upon negotiation. In support of the amendment he spoke of the need for good infrastructure, including public transport, to sustain these developments.

In response to the amendment Councillor Clarke reminded Members that profit was not a planning consideration whereas viability was. He stated that the Council had to work with developers for the benefit of the residents. If the site at Sharphill was not viable the houses would not be built and therefore the Inspector could reject the Local Plan as being unsound. He stated that the Council had listened to many residents and stakeholders as the process had taken over five years to complete. Councillor Clarke stated that the amendment also proposed that Edwalton, and Sharphill, should have a different target for affordable housing than the urban area of West Bridgford, which he did not agree with.

On being put to the vote the Amendment was lost.

Recorded Vote on the Amendment

For

Councillors L J Abbey, Mrs D M Boote, S J Boote, G Davidson, R M Jones and K A Khan (6)

Against

Councillors R A Adair, Mrs S P Bailey, J R Bannister, D G Bell, N K Boughton-Smith, N A Brown, B Buschman, R L Butler, H A Chewings, J N Clarke, T Combella, L B Cooper, J E Cottee, J A Cranswick, A M Dickinson, J E Fearon, M G Hemsley, R Hetherington, I I Korn, N C Lawrence, E J Lungley, A MacInnes, Mrs M M Males, D J Mason, F J Mason, G S Moore, B A Nicholls, E A Plant, F A Purdue-Horan, S J Robinson, D V Smith, Mrs J A Smith, P Smith, J A Stockwood, Mrs M Stockwood, B Tansley, J E Thurman, H Tipton and D G Wheeler (39)

Abstain

Councillors G R Mallender, S E Mallender and T Vennett-Smith (3)

Speaking on the original motion Councillor MacInnes stated that the housing requirement was a key issue with many properties proposed for the urban fringe. The Council had to take a share of the housing that was required for the principal urban area, the City of Nottingham, as their boundaries were constrained and did not easily accommodate large developments. As part of the Regional Spatial Strategy and the National Planning Policy Framework the Council had a duty to provide provision for homes, including affordable homes, for future generations. He reminded Members that the Council had made three attempts to produce a Local Plan. It was essential that the Council retained its status as a planning authority and that developments were not decided 'on appeal' as Sharphill had been.

Councillor S Mallender, as a Member of the Local Development Framework Working Group, thanked officers for their hard work in producing a complex document. She did not, however, support some of the recommendations made by the Working Group. She believed that the Inspector had not taken into account the falling population of Greater Nottingham and West Bridgford when considering the draft Core Strategy. The Green Belt was important as it prevented urban sprawl, however the Council was being made to review and remove land from the Belt. She was pleased to note that the Council was only removing land where it was absolutely necessary for the strategic housing and was not removing land to the east of Lady Bay that was on the flood plain.

In respect of affordable housing she had supported the target for 40% and the need to have different targets to reflect the various needs of the towns and villages in the Borough and regretted the Group's decision to reduce these. Also the targets quoted in the Strategy were maximums and she felt that these should be minimums. Councillor S Mallender welcomed the reduction in the threshold from 15 dwellings or 0.5 hectares to 5 dwellings or 0.2 hectares. However, it should be noted that due to restrictions young people could not find affordable homes within their villages and this was eroding the viability of these areas. She also supported the inclusion of housing for the elderly.

With regard to the proposals for Sharphill, Edwalton Councillor S Mallender did not support any increased land take and felt that the additional houses could be smaller properties within the original boundaries. There was a need to protect the wildlife corridor at this site as well as at the site at Tollerton/North of Gamston.

Councillor Wheeler reminded Members that the Inspector had refused to accept the Council's submission of a Core Strategy in October 2012 stating that there was more housing required. The Council had now proposed a new document which would hopefully be accepted. The Council could not logically choose to do nothing but needed to work with the responses received.

Councillor D Mason spoke in support of the recommendation stating that there were many important policies contained within it. She believed that it was important that the Council followed the recommendations of the Planning Inspector and have a Plan. Members were reminded that over 40% of the Borough was in the Green Belt or 'washed over' and therefore it had been necessary to review. She stated that the Leader had lobbied this Government and the previous Government for a reduction in the number of houses that had to be included in the Strategy with no result.

Councillor Adair agreed with the previous comments in support of the recommendation. He outlined the important policies and stated that these policies governed how the Council would control developments, increase jobs, protect historical land and enhance the local identity until 2028.

Councillor Vennett-Smith spoke in support of his ward and stated that people there objected to the proposals for land South of Clifton, however democratically the decision to include this area had been taken two years ago. Following that decision the Council had then begun a consultation exercise. He objected to the fact that a desktop exercise had found that the visual impact of 3,500 extra houses and an industrial estate was deemed acceptable. He agreed that none of the Borough Councillors were happy to accept the number of houses that were having to be included within the Strategy, however he queried if the Council had sought an opinion on a legal challenge to the Inspector's decision.

Councillor Mrs Stockwood thanked everyone involved in the production of the Local Plan and its policies. She supported the previous comments regarding the importance of the Green Belt and its preservation, however, the Borough did not have large areas of brownfield sites for developments.

Speaking in support of the recommendation Councillor F Mason stated that she was disappointed that the site East of Gamston/North of Tollerton was recognised by the Inspector as a sustainable urban extension as it would now exceed the boundary of the A52 and would form a large development by the very rural area of Bassingfield. She also stated that there were many concerns from the parish councils as some areas had been designated as 'inset' from 'washed over'. However, Members had been assured at the last Local Development Framework Group meeting that this would not allow for development outside of the boundaries and that officers would be working with the parishes to allay any fears. She welcomed the document as it would help

people to live where they wanted and would provide a masterplan to ensure that any developments enhanced the Borough.

Councillor Boote rejected the recommendation, he believed in the principle of a Local Plan but felt that he could not support this one as over 13,000 houses was too great an imposition on the Borough. Also he regretted the reduction in the percentage of affordable housing to be built.

Councillor Jones stated that the Strategy did not offer protection for shopping parades, which he believed were an integral part of West Bridgford. He felt that the sites at South of Clifton and East of Gamston/North of Tollerton should have such parades/centres built into the plans. He also believed that the document did not address highways issues, such as modifications to the A52, or another crossing over the River Trent. He was dismayed that the County Council had made only general comments regarding these issues whilst acknowledging that traffic would be significantly increased. He was also disappointed that previous recommendations regarding highways improvements to the Sharphill site had been reduced and that the shopping area had been moved to the periphery from the centre of the site. He believed that any uplift from the site should be invested into improving infrastructure. Councillor Khan supported these comments.

Councillor Cooper, whilst in support of the recommendation, stated that he was concerned about the number of properties proposed for the East of Gamston/North of Tollerton site and the loss of the pill boxes. He asked that when considering any proposed developments the boundary created by the canal should be taken into account.

Whilst summing up Councillor Clarke stated that if the Council did not agree a Local Plan then the Planning Inspectorate would impose a Plan. He reminded the Members that the consultation on this issue had taken five years and that the Council's duty to co-operate was for the whole of the Greater Nottingham Housing Market Area. He reiterated that the Council needed to act responsibly and have a Local Plan that would give the Council control over development and that the document included a large number of important policies.

On being put to the vote the Recommendation was won.

Recorded Vote

For

Councillors R A Adair, Mrs S P Bailey, J R Bannister, D G Bell, N K Boughton-Smith, N A Brown, B Buschman, R L Butler, H A Chewings, J N Clarke, T Combella, L B Cooper, J E Cottee, J A Cranswick, A M Dickinson, J E Fearon, M G Hemsley, R Hetherington, I I Korn, N C Lawrence, E J Lungley, A MacInnes, Mrs M M Males, D J Mason, F J Mason, G S Moore, B A Nicholls, E A Plant, F A Purdue-Horan, S J Robinson, D V Smith, Mrs J A Smith, P Smith, J A Stockwood, Mrs M Stockwood, B Tansley, J E Thurman, H Tipton and D G Wheeler (39)

Against

Councillors L J Abbey, Mrs D M Boote, S J Boote, G Davidson, R M Jones, K A Khan, G R Mallender, S E Mallender and T Vennett-Smith (9)

RESOLVED that Council agree:

1. the proposed modifications to the Rushcliffe Core Strategy Publication Draft, as highlighted at **Appendix 1 and Appendix 2**;
2. that authority be delegated to the Executive Manager - Communities, in consultation with the Cabinet Member for Sustainability, to make further minor modifications or corrections as are considered necessary to strengthen or to provide clarity to the draft Core Strategy;
3. that the proposed modifications be published for a minimum 6 week period of consultation;
4. that the proposed modifications and any consultation responses be submitted to the Planning Inspector for her consideration in examining the Rushcliffe Core Strategy.

40. **Council Tax Reduction Scheme**

Councillor Cranswick presented the report which outlined a Council Tax Reduction Scheme that had to be adopted by Council by 31 January 2014. He stated that the proposed scheme would run to the same parameters as the 2013/14 scheme. These parameters limited the maximum support to 91.5% of the Council Tax bill for people of working age who did not have dependent children; but there were no limits for pensioners or for people with dependent children. He informed Members that the changes to the scheme would allow officers to update the scheme in the future following any changes made to the amount of benefits paid, as notified by the Department for Communities and Local Government. He also stated that over 3,000 recipients of Council Tax benefit had been consulted and only 26 responses had been received.

Councillors Davidson, MacInnes and S Mallender supported the proposals. However, it was felt that due to its complexity the document should be considered in line with the Plain English Society's standards. They felt that the scheme was protecting the Authority's vulnerable residents and that it far exceeded other councils' schemes that set a limit of about 80%. It was acknowledged that the scheme was understood both by the staff and the clients.

RESOLVED that the Council Tax Reduction Scheme for Rushcliffe Borough Council from 1 April 2014 onwards shall be the Council Tax Reduction Scheme adopted by the Council on 24 January 2013 save for the following provision that:

- a) Uprating to benefit levels be applied in line with figures notified to the Council from time to time by the Department for Communities and Local Government or other relevant bodies; and

- b) When necessary the scheme be updated to reflect amendments to the default Council Tax Reduction Scheme notified to the Council from time to time by the Department for Communities and Local Government, except where such changes would override the key principles of the Scheme agreed by the Council on 24 January 2013.

41. Treasury Management 2013/14 – Prudential Indicator Amendment

Councillor Cranswick reminded Members that the Council's Treasury Management Strategy and associated Prudential Indicators were approved by full Council. He stated that, following the mid-year update report it was highlighted that one of the Indicators required amending. It was acknowledged by the Corporate Governance Group and Cabinet that the Council was experiencing increased difficulty in securing higher interest rates on its investments. It was therefore proposed to increase the upper limit that the Council could invest to 60% from the current 35% in order to allow greater flexibility for officers to invest money over a longer term and gain better rates of interest.

Councillors Davidson, Bannister and G R Mallender indicated that they supported the recommendation.

RESOLVED that the Treasury Management Prudential indicator *“Upper Limits for Fixed Interest Rate Exposure”* is increased to 60% (from 35%).

42. Statement of Licensing Policy

Councillor D Mason presented the Statement of Licensing Policy which was a requirement of the Licensing Act 2003. She stated that the Policy was a statutory document and had to be reviewed every three years, however this would now be extended to every five years. If approved the Policy would come into force on 7 January 2014. The Policy had been consulted upon by statutory and non statutory organisations and then referred to the Alcohol and Entertainment Licensing Committee.

Councillors Davidson, Plant and G R Mallender supported the proposal. It was stated that the main change to the Policy was that anyone, anywhere could now object to a licence. It was acknowledged that this Policy assisted the Council to deal with alcohol related problems and disorder.

RESOLVED that Council approve the revised policy for publication to become effective on the 7 January 2014.

43. Appointment of Independent Person

Councillor Clarke presented a report outlining the proposed appointment of Mr J Baggaley as the Council's Independent Person for standards as required by the Localism Act. Following an interview by the Monitoring Officer and the Senior Solicitor Mr Baggaley's details had been provided to the Group Leaders. On being put to the vote it was unanimously agreed that he should be appointed.

RESOLVED that the Council appoints John Baggaley as its Independent Person for standards under section 28(7) of the Localism Act 2011.

44. **To Answer Question Under Standing Order 11(2)**

Question from Councillor S J Boote to Councillor D G Bell

How many complaints were received in the past year related to planning enforcement, and how many of them were upheld? This refers to complaints by residents or Councillors about alleged breaches of planning regulations in developments that were completed, and in some cases where planning permission was never sought.

Councillor Bell replied that there had been 348 received with 143 still to be resolved.

Supplementary Question

Councillor Boote asked if there was a need for the Council to improve its resources to deal with enforcement.

Councillor Bell responded that the Council had two full time officers, which was the norm for an authority of this size. He stated that there were no plans to increase this at present, however if the number of applications should increase this would be reviewed in due course.

The meeting closed at 9.50 pm.

MAYOR

Report of the Executive Manager – Finance and Commercial

Background

This report presents the detail of the 2014/15 budget, the 5 year Medium Term Financial Strategy (MTFS) from 2014/15 to 2018/19; including the revenue budget, the proposed capital programme, the Transformation Strategy and Treasury Management Strategy (with associated prudential borrowing indicators). Cabinet have considered the attached budget and strategies and recommended their acceptance by Council along with the resultant decisions regarding Rushcliffe's Band D Council Tax and Special Expenses for 2014/15.

Recommendations

It is RECOMMENDED that Council:

- a. Notes the report of the Council's Responsible Financial Officer (as detailed at Annex A);
- b. Agrees the budget setting report and associated financial strategies 2014/15 to 2018/19 (**Annex B**) including a Transformation Strategy to deliver efficiencies over the five year period (**Appendix 3**).
- c. Adopts the Capital Programme as set out in **Annex B, Appendix 4**.
- d. Determines that Rushcliffe's 2014/15 Council Tax for a Band D property remains at its 2013/14 level of £117.99 (**Annex B, Section 3.4** refers) and that
- e. the following Band D Council Tax levels be set for the Special Expense Areas:
 - i) West Bridgford £54.41 (£54.68 in 2013/14)
 - ii) Keyworth £1.46 (£1.47 in 2013/14)
 - iii) Ruddington £3.55 (£2.21 in 2013/14)
- f. Adopts the Treasury Management Strategy 2014/15-2018/19 and associated prudential borrowing indicators (**Annex B, Appendix 5**)
- g. Adopts the 2014/15 Pay Policy as detailed at **Annex B, Appendix 7**

Budget and Associated Strategies

1. The report at **Annex B** and supporting appendices detail the following:

- a. The anticipated changes in funding over the five year period;
 - b. The financial settlement for 2014/15 and the anticipated settlement from 2015/16 onwards and the significant budget pressures the Council must address over the Medium Term;
 - c. The budget assumptions that have been used in developing the 2014/15 budget and MTFS;
 - d. The detailed budget proposals for 2014/15 including a new Transformation Strategy to deliver the anticipated efficiency and savings requirement;
 - e. The recommended levels of Council Tax for Band D properties for the Authority and its special expense areas of West Bridgford, Ruddington and Keyworth;
 - f. The projected position with the Council's reserves over the medium term;
 - g. Risks associated with the budget and the MTFS;
 - h. The proposed capital programme; and
 - i. The proposed Treasury Management Strategy.
2. The salient points within the MTFS are as follows (MTFS report (**Annex B**) references in parenthesis):
- a. It is proposed that Council Tax for 2014/15 will remain at £117.99 (no increase from 2013/14), the lowest in Nottinghamshire and one of the lowest in the country (Section 3.4);
 - b. Special expenses have increased from £707k to £713k, however this increase in total is largely mitigated against by a rise in taxbase for the special expense areas (Section 3.5);
 - c. The Council's Revenue Support grant has reduced by £0.76m from £3.13m to £2.37m (24%). Between 2013/14 and 2018/19 the anticipated reduction is £2.2m (70%) – (Section 3.6);
 - d. Taking into account resource predictions and spending plans there is a savings requirement of £624k in 2014/15 and over the 5 year period £1,656k. This is frontloaded with 83% of the savings required by 2015/16 (section 5.1);
 - e. The Council has a number of earmarked reserves, their balance rising over 5 years from £9.48m to £16.32m (Section 6). This is largely due to projected New Homes Bonus receipts that are expected to be committed to major infrastructure projects over the MTFS period;
 - f. A new Transformation Strategy has been formulated to ensure the savings required can be achieved (Section 7 and **Appendix 3**);

- g. The key risks to the MTFs are highlighted, including the impact of central government policy change and fluctuations in business rates (Section 8);
 - h. The capital programme demonstrates the Council's commitment to deliver more efficient services, improve its leisure facilities and facilitate economic development. Spend over the 5 years is £23.5m, a corollary of this is that the Council's capital resources diminish from £13.1m to £3.8m (Section 9); and
 - i. The Council's Treasury Management Strategy and associated prudential indicators (**Appendix 5**). It should be noted this has been reviewed by the Corporate Governance Group (6 February 2014) and recommended for approval by both Cabinet and Full Council.
3. **Annex A** contains a statutory report from the Council's Responsible Financial Officer under Section 25 of the Local Government Finance Act 2003. The report provides commentary on the robustness of the Council's budgets and the adequacy of its reserves and balances

Conclusion

4. The MTFs has been developed at a time of significant financial challenge both nationally and locally. The process has been rigorous and thorough, with a Transformation Strategy that takes into account both officers' and Members' views. Whilst the Council faces financial constraints both the revenue and capital budget delicately balances the need for efficiency and economy with the desire for growth; and the aim of encouraging economic development in the Borough.

Financial Comments

These are detailed in the attached budget report. The Council is required to set a balanced budget for the 2014/15 financial year and the proposals presented represent a balanced budget.

In the opinion of the S151 Officer (see **Annex A**), a positive assurance is given that the budget is balanced, robust and affordable. The Capital programme is achievable, realistic and resourced, with funds and reserves, including the General Fund, adequate to address the risks within the budget.

Section 17 Crime and Disorder Act

There are no section 17 implications

Diversity

In the development of proposals within the MTFs due regard is given to the equalities impact, in order to ensure fair financial decisions.

Annexes and Appendices

Annex A – Commentary of the Responsible Financial Officer

Annex B - Budget Setting Report and Associated Financial Strategies 2014/15 – 2018/19

Appendix 1	Special Expenses
Appendix 2	Revenue Budget Service Summary
Appendix 3	Transformation Strategy 2014/15
Appendix A	– Rushcliffe’s Accepted Models of Partnership Working
Appendix B	– Headline Targets 2014/15 to 2018/19
Appendix 4	Capital Programme
Appendix 5	Treasury Management Strategy 2014/15 to 2018/19
Appendix 6	Use of Earmarked Reserves in 2014/15
Appendix 7	2014/15 Pay Policy

Background Papers Available for Inspection:

- Department for Communities and Local Government website, 2014/15 Financial settlement papers
- 2014/15 Budget and Financial Strategy, Cabinet, 11 February 2014
- Revenue and Capital Monitoring Report, CGG, 6 February 2014
- Treasury Management Strategy Report, CGG, 6 February 2014

Commentary of the Responsible Financial Officer

REPORT UNDER SECTION 25 OF LOCAL GOVERNMENT ACT 2003

(To be read in conjunction with the Council Budget Report and Annex B)

Purpose

The purpose of this report is to provide information on the robustness of the Council's budget and the adequacy of reserves so that Members have authoritative advice available when they take their budget and Council Tax decisions.

Background

Councils decide each year how much council tax they need to raise. The decision is based upon a budget that sets out estimates of what they plan to spend on each of their services.

The decision on the level of Council Tax is taken before the year begins and cannot be changed once set. It follows that an allowance for risks and uncertainties must be made by:-

- making prudent allowance in the budget for each of the services, and in addition;
- ensuring that there are adequate reserves to draw on if the service estimates turn out to be insufficient.

Section 25 of the Local Government Act 2003 requires that when its considering its financial plans for the year ahead the Council's Responsible Finance Officer reports to the Authority on the robustness of the budget and the adequacy of the reserves so that Members have authoritative advice available to them when making their decisions.

Robustness of Estimates

I am content that the Council has followed a comprehensive and detailed budget process when preparing the budget for 2014/15 which complies with both statutory requirements and best practice principles.

The Council has taken effective steps to deal with the financial pressures caused by poor economic conditions and reductions in Council funding. The Council's 4-Year plan to meet the emerging financial challenges, which included efficiency measures, has been supplemented by a programme of service redesign. The original programme and an in-year budget challenge exercise has enabled the Council to produce a balanced budget with a modest savings target for 2014/15 and the limited use of reserves. The use of reserves in support of on-going expenditure requirements remains a key policy decision which is addressed later in this Annex.

The Authority has also responded positively to the challenges that it faces in the medium term through the development, in conjunction with a series of Member budget workshops, of a Transformation Strategy (detailed at Appendix B3) that

identifies the Council's approach to meeting its saving requirement of £1.7m over the next 5 years.

In developing such plans the Council has recognised that future funding and service provision is uncertain and that risks, particularly financial risks, remain high. The MTFS aims to mitigate and manage such risks going forward. Both the MTFS and the Transformation Strategy are iterative in their nature and will evolve over time to respond to, for example, changes in funding levels, the impact of the economic climate and developing corporate and service objectives.

Adequacy of Reserves

Reserves are held for two main purposes:

- a working balance to help cushion the impact of uneven cash flows and unexpected events or emergencies (General Fund balance); and
- to build up funds to meet known or predicted requirements (earmarked reserves).

Whilst there is no statutory guidance on reserves, the Chartered Institute of Public Finance and Accountancy recommends that each local authority should base its decisions on professional advice from its Responsible Finance Officer and its understanding of local circumstances.

Taking into account such considerations in October 2011 the Cabinet approved as part of its MTFS, the following guiding principle:

“General Fund Balance should not fall below £1.25m and overall revenue reserves should not fall below 20% of net revenue expenditure.”

This remains a prudent position which I do not recommend changing at this time.

As detailed at **Annex B, Section 6**, the MTFS which supports this budget is predicated upon a significant use of reserves to support service expenditure and to deliver investment across the Borough. Key elements of this include the use of £1.42m from the Organisational Stabilisation Reserve, an estimated £2.5m from other earmarked reserves to support the relocation from the Civic Centre to the Arena, and £9.3m of capital reserves utilised in support of the Capital Programme. However, despite recent funding pressures Rushcliffe has maintained a stable financial base and, as a result, even once such demands have been met overall revenue reserves (excluding retained New Homes Bonus) are projected to stand at £6m by the end of 2018/19, well above the threshold established by Cabinet in October 2011. As such the budget and MTFS represent a proportionate and balanced approach to meeting the financial challenges that face the Authority

It should be noted, however, that whilst the delivery of the Transformation Strategy reduces the level of reliance on reserves in the later years of the MTFS, the continued use of such resources to support on-going expenditure is not a sustainable long term solution to funding reductions and only defers the requirement to make savings. Therefore in the long term the Authority will need to develop strategies that enable a budget to be developed which can be financed from within the grant, income and other funding available to the Council. Previous achievements with

regards to the four year plan and the transformation strategy provide reassurance that this requirement will be met in a sustainable manner..

In conclusion it is therefore my opinion that the budget proposed in this report, and the sundry strategies which support it, have been properly developed and provide an appropriate approach for meeting the financial challenges facing the Authority at this time.

Peter Steed
Executive Manager – Finance and Commercial and Section 151 Officer
February 2014

ANNEX B

RUSHCLIFFE BOROUGH COUNCIL

**BUDGET SETTING REPORT
AND ASSOCIATED FINANCIAL STRATEGIES
2014/15-2018/19**

Contents

1. EXECUTIVE SUMMARY AND INTRODUCTION
2. BUDGET ASSUMPTIONS
3. RESOURCES
4. 2014/15 SPENDING PLANS
5. BUDGET REQUIREMENT
6. RESERVES
7. THE TRANSFORMATION STRATEGY AND EFFICIENCY PLAN
8. RISK AND SENSITIVITY
9. CAPITAL PROGRAMME
10. TREASURY MANAGEMENT
11. OPTIONS

APPENDICES:

1. SPECIAL EXPENSES
2. REVENUE BUDGET SERVICE SUMMARY
3. TRANSFORMATION STRATEGY 2014/15
4. CAPITAL PROGRAMME
5. TREASURY MANAGEMENT STRATEGY 2014/15 – 2018/19
6. USE OF EARMARKED RESERVES 2014/15

1. EXECUTIVE SUMMARY AND INTRODUCTION

1.1 Introduction

This budget and associated financial strategies have been developed at a time of significant financial challenge nationally. The announcement of the December 2013 Finance Settlement emphasises the importance, as the Council plans for the next five years, on maintaining the discipline established by the current Four Year Plan in strongly linking medium term financial planning to the Authority's Corporate and Transformation Strategies.

Like families and businesses, Councils are being required to take tough budgetary decisions to ensure they can balance their books and continue to provide vital services to local people, including some of the most vulnerable people in society. Rushcliffe's budget setting process has been rigorous and thorough, driving savings and developing new ways of working in order that service provision can be maintained and improved.

Rushcliffe's Council Tax level remains the lowest in Nottinghamshire and amongst the lowest in the country. Against this backdrop the Council continues to invest in local priorities such as Economic Development, Housing and Leisure which create opportunities for new jobs in, and improve the quality of life for, our community.

Alongside the Medium Term Financial Strategy and the Corporate Strategy a new Transformation Strategy has been created as the Council looks to be increasingly innovative (such as delivering Streetwise through a social enterprise and on-going collaboration with partners). These three strategies are intrinsically linked and between them explain not only the Council's aspirations but also how these aspirations will be delivered. Given the scale of the potential future budget savings that will be required this clarity and integration will become an increasingly important factor as the Council looks to maintain and improve service quality in the Borough.

1.2 **Executive Summary**

This report outlines the Council's Medium Term Financial Strategy (MTFS) through to 2018/19 including the revenue and capital budgets, supported by a number of key associated financial policies alongside details of significant changes to fees and charges.

	2013/14	2014/15
RBC Precept	£4,595k	£4,646k
Council Tax Increase	4.21%	0%
Council Tax Band D	£117.99	£117.99
Revenue Support Grant	£3,131k	£2,377k
Retained Business Rates	£2,152k	£2,123k
Reserves (at 31 March)	£8,668k	£6,877k
Capital Programme	£5,998k	£7,383k

Special Expenses		
Total Special Expense Precept	£708k	£713k
West Bridgford	£54.68	£54.41
Keyworth	£1.47	£1.46
Ruddington	£2.21	£3.55

The Local Government Act 2003 introduced a requirement that the Chief Financial Officer reports on the robustness of the budget. The estimates have been prepared in a prudent manner, although it should be recognised that there are a number of elements outside of the Council's control. A number of risks have been identified in Section 8 of this report and these will be mitigated through the budget monitoring and risk management processes of the Council.

2. BUDGET ASSUMPTIONS

2.1 Table 1 - Statistical assumptions which influence the five year financial strategy

Assumption	Note	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Budgeted inflation	1	0%	0%	0%	0%	0%	0%
Pay costs increase		1%	1%	1%	1%	1%	1%
Pension contribution rate	2	12.9%	13.0%	13.0%	13.0%	13.0%	13.0%
Return on cash investments	3	0.71%	0.60%	0.60%	1.00%	1.25%	1.50%
Tax base increase	4	(6.06%)	1.09%	0.5%	0.5%	0.5%	0.5%

Notes to Assumptions

1. Whilst inflation does impact on services, the Council's managers are expected to deliver within cash limited budgets which require them to absorb the cost of inflation. As such the net effect of inflation is reduced to zero within the estimates.
2. The latest Pension Triennial Valuation has indicated that the pension contribution rate relating to the future service of employees will be increased by 0.1% in 2014/15. In addition the Council is required to allocate funding to address the estimated deficit position on the Pension Fund. Such costs are expected to amount to £480k in 2014/15, £560k in 2015/16, £640k in 2016/17, £730k in 2017/18 and £820k in 2018/19 and, as they relate to existing liabilities, are unavoidable.
3. Based on projections consistent with the Council's Treasury Management Strategy.
4. Tax base figures in 2013/14 were reduced in comparison to 2012/13 due to the replacement of Council Tax Benefit with the locally determined Council Tax Support Scheme on the 1 April 2013.

3. RESOURCES

3.1 When setting its annual budget the Council has, traditionally, had certainty about the majority of resources it would receive each year. However the introduction of retained business rates from 1 April 2013 has exposed the Council to a greater level of variation in its income and, along with an anticipated continued decline in resources, has made the forecasting of spending plans more challenging.

3.2 This section of the report outlines the resources available to the Council under six headings, Business Rates, Council Tax (RBC and Special Expenses), Revenue Support Grant, New Homes Bonus, Fees Charges and Rents, and Other Income.

3.3 Business Rates

The forecast position on business rates is shown below.

Table 2 Business Rates

£'000	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Retained Business Rates	2,152	2,123	2,182	2,226	2,270	2,315
Increase / (reduction) ¹		(29)	59	44	44	45
Increase / (reduction) (%)		-1.3%	2.7%	2%	2%	2%

Business Rate assumptions reflect experience to date with regard to the award of additional reliefs, successful ratings appeals, and government decisions limiting future increases to the capped limit of 2%. The Chancellor's Autumn Statement announced a number of changes to Business Rates that include:

- The extension into 2014/15 of the small business rates relief scheme.
- Rather than RPI (3.2%) the increase in Business Rates in 2014-15 (and thereafter) has been capped at 2%.
- The government has committed to clearing 95% of the existing business rates appeals by July 2015.

¹ The 2014/15 figure has reduced due to issues such as downward valuations at the power station. The figures do not include the Small Business Rates Relief Grant due to be received in 2013/14 and 2014/15, details of which are provided at Appendix 3

The Secretary of State for Communities and Local Government has confirmed that local authorities will be fully refunded for the loss in revenue that will result from the changes introduced. However as it is not possible at this stage to accurately quantify the impact of these changes, the above figures exclude their impact on the basis that additional grant income will be received

The impact in 2014/15 from the pooling of business rates within Nottinghamshire will be calculated once forecasts from the relevant authorities have been produced and assimilated into the pooling model.

3.4 Council Tax

As identified at Table 1 between 2013/14 and 2014/15 Rushcliffe's Council Tax base has increased by 1.09% and this trend is forecast to continue, albeit at a lower level, throughout the remainder of the MTFS.

As a result of the strong growth in the tax base and the Government's announcements with regards to Council Tax Freeze Grant, it is proposed that the Band D Council Tax for 2014/15 be frozen at its 2013/14 level of £117.99. Future planning assumptions see a similar decision for 2015/16 followed by 2% per annum increases from 2016/17 onwards. If adopted such an approach will result in a Council Tax Freeze Grant being paid by the Government equivalent to 1% for 2014/15 and 2015/16 after which an equivalent level of funding will be included with the Revenue Support Grant. The movement in Council Tax (and Council Tax Freeze grant), the tax base, precept and use in collection fund surplus are shown in Table 3.

Table 3. Council Tax

	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Council Tax Base (a)	38,948	39,373	39,570	39,768	39,967	40,167
Council Tax £:p (b)	£117.99	£117.99	£117.99	£120.34	£122.75	£125.21
£ Annual Increase	£4.77	£0	£0	£2.35	£2.41	£2.46
% increase	4.21%	0%	0%	2%	2%	2%
Gross Council Tax collected (a x b)	£4,595,475	£4,645,620	£4,668,860	£4,785,680	£4,905,950	£5,029,310
Increase in Precept		£50,145	£23,240	£116,820	£120,270	£123,360
Council Tax Freeze Grant ²		£55,220	£111,960	£111,960	£111,960	£111,960
Collection Fund Surplus	£25,000	£100,000	0	0	0	0

² The Freeze Grant calculation includes adjustments for Special Expense Areas and the Council Tax Support Scheme and, as a result, is slightly higher than a one per cent increase on Rushcliffe's basic level of Council Tax.

3.5 Special Expenses

The Council sets a special expense to cover any expenditure it incurs in a part of the borough which elsewhere is undertaken by a town or parish council. These costs are then levied on the taxpayers of that area. As with 2013/14 special expenses will only be levied in West Bridgford, Ruddington and Keyworth. **Appendix 1**, summarised at Table 4, details the Band D element of the precepts for the special expense areas. It should be noted that while the West Bridgford special expense includes an amount to recover deficits accumulated over time (£56,280), the Band D equivalent has reduced slightly from the 2013/14 level (-£0.27 or -0.50%).

Table 4 Special Expenses

	2013/14		2014/15	
	Cost	Band D	Cost	Band D
	£	£	£	£
West Bridgford	698,646	54.68	700,840	54.41
Ruddington	5,350	2.21	8,650	3.55
Keyworth	3,632	1.47	3,630	1.46
Total	707,628		713,120	

3.6 Revenue Support Grant and Other Specific Grants

The Government has provided actual and indicative figures that will result in Revenue Support Grant reducing significantly in 2014/15 and 2015/16, a trend that it is anticipated will continue for each year of the MTFs. As shown at Table Five it is forecast that between 2013/14 and 2018/19 RSG paid to RBC will decrease from £3.13m to £0.93m, a reduction of 70%.

Table 5 Revenue Support Grant

	2013/14 ³ £'000	2014/15 £'000	2015/16 £'000	2016/17 £'000	2017/18 £'000	2018/19 £'000
Revenue Support Grant	3,131	2,377	1,609	1,376	1,151	934
Reduction from previous year £'000	N/A	754	768	233	225	217
Reduction from previous year (%)	N/A	24%	32%	15%	16%	19%
Reduction from 2013/14 (%)	N/A	24%	49%	56%	63%	70%

The provisional settlement has also confirmed some other one off grants totalling £107k for 2014/15 only, as follows:

- Community Right to Bid and Challenge Grants £17,000 (also received in 2013/14)
- Council Tax Support, new burdens grant £67,000 (also received in 2013/14.)
- Compensation due to the cap on Business Rates multiplier £23,000 (also due to be received in 2015/16)

The Council may also receive a one off New Homes Bonus (NHB) Adjustment Grant based on an estimated refund due to local authorities (where DCLG has removed more than it needs to from RSG to fund NHB). This figure still needs to be confirmed but an initial estimated value is £7,000 (£17,000 2015/16).

3.7 New Homes Bonus

The Chancellor's Autumn Statement reversed the previous Spending Review 2013 announcements which proposed that the New Homes Bonus would be top sliced to provide funding for Local Enterprise Partnerships (LEPs).

On 16 December the Department for Communities and Local Government announced the provisional allocations for the NHB. The provisional RBC allocation for the year four payment is £510k resulting in a payment in 2014/15 of £1.47m. Estimates for future allocations are provided at Table Six. The current commitments for NHB relate to affordable housing (£830k), a contribution towards A453 work (£500k), one-off £25k contribution for the Councillors' Community Support Scheme and £75k towards the Leisure Strategy project. At present NHB is not used to support the revenue budget but is retained for projects including use on the leisure strategy and

³ 2013/14 was the first year of the locally retained non-domestic rate and therefore it is not possible to provide an accurate and meaningful comparison between Revenue Support Grant levels in 2012/13 and 2013/14.

accommodation projects. NHB receipts are held in an earmarked reserve (see Section 6) and allocations are made on a case by case basis as investment opportunities arise.

Table 6 – New Homes Bonus

	2013/14 £'000	2014/15 £'000	2015/16 £'000	2016/17 £'000	2017/18 £'000	2018/19 £'000
New Homes Bonus Received in Year	956	1,467	1,788	2,189	2,490	3,189

3.8 Fees, Charges and Rents

The Council is dependent on direct payment for many of its services. This income, from various fees, charges and rents, is a key element in recovering the costs of providing services which in turn assists in keeping the Council Tax at its current low level. This income is shown in Table Seven.

Table 7 - Fees, Charges and Rental Income

	2013/14 £'000	2014/15 £'000	2015/16 £'000	2016/17 £'000	2017/18 £'000	2018/19 £'000
Rents e.g. Investment Properties	1,076	1,087	1,228	1,263	1,263	1,263
Green Waste Bins	745	892	897	902	902	902
Planning Fees	595	599	599	599	599	599
Car Parking Income	440	450	450	450	450	450
Service Charges	277	281	281	281	281	281
Building Control Fees	240	244	244	244	244	244
Non-Sporting Facility Hire	141	155	155	155	155	155
Licences	99	135	135	135	135	135
Market Stall Fees	38	38	38	38	38	38
Other Fees & Charges	817	823	823	823	823	823
TOTAL	4,468	4,704	4,850	4,890	4,890	4,890

Income assumptions are determined by a number of factors including current performance, decisions taken already and known risks. Examples of such adjustments include increases in charges for green waste, changes in investment property rents based on our knowledge of asset use, and additional licensing income (resulting from new charging arrangements for caravan sites).

Except where current or previous decisions will affect future income yields, the MTFs does not make any provision for future inflationary increases in fees and charges. This will be an option for addressing future budget gaps and forms part of the Transformation Strategy.

3.9 Other income

The Council is in receipt of other forms of income the majority of which relates to Housing Benefit Subsidy which is used to meet the costs of the national housing benefit scheme. These are shown in Table Eight.

Table 8 – Other income

	2013/14 £'000	2014/15 £'000	2015/16 £'000	2016/17 £'000	2017/18 £'000	2018/19 £'000
Housing & Council Tax Benefit Admin Grant	434	382	382	382	382	382
Other Local Authorities Contribution	289	298	298	298	298	298
Interest on Investments	250	260	248	200	395	470
Other Government Grants	139	113	113	113	113	113
Recycling Credits	130	130	130	130	130	130
Costs Recovered (Legal, Council Tax)	110	113	113	113	113	113
Edwalton Golf Course	99	102	102	102	102	102
Other Grants	18	18	18	18	18	18
Other Income	866	329	329	329	330	330
TOTAL excl: Housing Benefit Subsidy	2,335	1,745	1,733	1,685	1,881	1,956
Housing Benefit Subsidy	16,700	17,284	17,284	17,284	17,284	17,284
TOTAL	19,035	19,029	19,017	18,969	19,165	19,240

3.10. Summary

Table 9 – All sources of income

	2013/14 £'000	2014/15 £'000	2015/16 £'000	2016/17 £'000	2017/18 £'000	2018/19 £'000
Retained Business Rates	2,152	2,123	2,182	2,226	2,270	2,315
Revenue Support Grant	3,131	2,377	1,609	1,376	1,151	934
Council Tax Freeze Grant	0	55	112	112	112	112
Specific grants for 2014/15 settlement	0	107	23	-	-	-
Total Funding Excluding NHB	5,283	4,662	3,926	3,714	3,533	3,361
New Homes Bonus ⁴	974	1,474	1,805	2,189	2,490	3,189
Total Funding Including NHB	6,257	6,136	5,731	5,903	6,023	6,550
Council Tax (RBC)	4,595	4,646	4,669	4,786	4,906	5,029
Council Tax (Special Expenses)	708	713	719	737	755	774
Collection Fund Surplus	25	100	-	-	-	-
Fees, charges and rental income	4,468	4,704	4,850	4,890	4,890	4,890
Other income	19,035	19,029	19,017	18,969	19,165	19,240
Net Transfer from Reserves ⁵	215	-	-	-	-	-
Total Budget Funding	35,303	35,328	34,986	35,285	35,739	36,483

⁴ NHB is transferred to reserves and is contained in the spending plan analysis of expenditure (section 4)

⁵ Transfer 'to' reserves is within the expenditure analysis

4. 2014/15 SPENDING PLANS

4.1 The Council's spending plans for the next five years are shown in Table Ten and take into account the assumptions in Section 2.

Table 10 – Spending Plans

	2013/14 £'000	2014/15 £'000	2015/16 £'000	2016/17 £'000	2017/18 £'000	2018/19 £'000
Employees	11,176	9,397	9,684	9,871	10,123	10,297
Premises	1,818	1,447	1,447	1,447	1,447	1,447
Transport	1,315	1,037	1,037	1,037	1,037	1,037
Supplies & Services	6,813	5,285	5,303	5,279	5,202	5,134
Transfer Payments ⁶	16,812	17,444	17,428	17,334	17,334	17,334
Capital Charges	1,741	1,513	1,513	1,513	1,513	1,513
Third Party	1,276	3,056	2,944	2,891	2,926	2,963
Net recharges	-6,038	-4,781	-4,783	-4,781	-4,781	-4,781
Gross Service Expenditure	34,913	34,398	34,573	34,591	34,801	34,944
Change from Previous Year		-516	+175	+19	+209	+143
Net Contribution to Reserves ⁷	0	1,280	1,521	1,994	2,295	3,044
Revenue Contribution to Capital	390	276	276	151	151	151
Overall Expenditure	35,303	35,954	36,370	36,736	37,247	38,139

4.2 Some of the key decisions that have recently been taken and their impact on the above are summarised below:

⁶ Includes Housing Benefit Payments

⁷ The net contribution to reserves is significantly influenced by the receipt and retention of New Homes Bonus. Without the New Homes Bonus the Council would see a net transfer from reserves, i.e. reserves being utilised to support expenditure, for each of the years in the MTFS.

- The setting up of Streetwise and the Garage collaboration with Nottingham City Council results in a shift in expenditure from Employees, Supplies and Services etc to third party payments (£1.8m);
- An elections expenditure increase in 2015/16 impacts upon both supplies and services and employee costs (£112K), there is a contribution from the Election Reserve to fund this commitment;
- Parish Council Support Grant – reduced in line with the reduction in central government support (January Cabinet Report) impacts on Transfer Payments; and
- Drainage Board Levies – increase of 1.95% in the levy (total of £225k) for 2014/15.

4.3 The Council is looking to contain many inflationary pressures within its existing cost envelope. Given this, other risks, and the potential costs of delivering internal transformation a £200k contingency budget has been established for 2014/15 and 2015/16.

4.4 While the planned transfers to reserves appear high this is due to the majority of New Homes Bonus being initially placed in an earmarked reserve prior to the identification of appropriate schemes. Such receipts are offset by funding pressures met from reserves, most notably the annual transfer of funding from the Organisation Stabilisation Reserve.

5 BUDGET REQUIREMENT

5.1 The budget requirement is formed by combining the resource prediction and spending plans. **Appendix 2** gives further detail on the Council's five year Medium Term Financial Strategy.

Table 11 – Budget Requirement

	2013/14 Revised Estimate £'000	2014/15 Estimate £000	2015/16 Estimate £000	2016/17 Estimate £000	2017/18 Estimate £000	2018/19 Estimate £000
Retained Business Rates	2,152	2,123	2,182	2,226	2,270	2,315
Revenue Support Grant	3,131	2,377	1,609	1,376	1,151	934
Council Tax Freeze Grant	0	55	112	112	112	112
Specific grants for 2014/15 settlement	0	107	23	-	-	-
New Homes Bonus	974	1,474	1,805	2,189	2,490	3,189
Council Tax (RBC)	4,595	4,646	4,669	4,786	4,906	5,029
Council Tax (Special Expenses)	708	713	719	737	755	774
Collection Fund Surplus	25	100	-	-	-	-
Fees, charges and rental income	4,468	4,704	4,850	4,890	4,890	4,890
Other income	19,035	19,029	19,017	18,969	19,165	19,240
Net Transfer from Reserves	215	-	-	-	-	-
Total Income	35,303	35,328	34,986	35,285	35,739	36,483
Gross Expenditure	35,303	35,954	36,370	36,736	37,247	38,139
New Savings Required (assumed on-going)		624	760	67	56	149
Cumulative Savings over the MTF5 period		624	1,384	1,451	1,507	1,656

5.2 In order to deliver a balanced budget for 2014/15 the Council must identify £624,000 of additional efficiencies and income. The Council's plans to achieve this are detailed at Section 7.

6. RESERVES

- 6.1 In order to comply with the requirements of the Local Government Act 2003, a review has been undertaken of the Council's reserves, including a review of current and future risks. This has included an assessment of risk registers, pressures upon services, inflation and interest rates. In previous budgets the Council has supported the controlled release of reserves to support service delivery and this remains the approach over the next five years with the use of £1.42m over the life of the MTFs funded from the Organisation Stabilisation Reserve. To ensure that sufficient resources are available to support the budget for the long term (via the Organisation Stabilisation Reserve) it is proposed that £500k from the 2013/14 projected revenue budget underspend is used to replenish this reserve. If agreed this replenishment would increase the opening balance on this reserve from £1.68m to £2,18m, £778k above the potential demand on these resources over the next five years.
- 6.2 Detailed below are the estimated balances on each of the council's specific reserves over the 5 year medium term period. **Appendix 6** details the movement in reserves for 2014/15 which also includes capital commitments.

Table 12 – Specific reserves

£'000	Balance 31.3.14	Balance 31.3.15	Balance 31.3.16	Balance 31.3.17	Balance 31.3.18	Balance 31.3.19
<i>Investment Reserves</i>						
Regeneration and Community Projects	2,096	1,595	941	941	941	941
Cotgrave Regeneration project	175	200	275	350	425	500
Council Assets and Service Delivery	684	0	0	0	0	0
Local Area Agreement	120	120	120	120	120	120
Invest to Save	661	0	0	0	0	0
<i>Corporate Reserves</i>						
Organisation Stabilisation ⁸	2,176	1,865	1,363	1,088	976	778
Risk and Insurance	100	100	100	100	100	100
Planning Appeals	349	349	349	349	349	349
Elections	200	200	88	88	88	138

⁸ Includes projected transfer of resources identified at 6.1.

<i>Operating Reserves</i>						
Planning	203	203	203	203	203	203
Leisure Centre Maintenance	180	180	180	180	180	180
Lottery	55	55	55	55	55	55
Planned Maintenance	100	100	100	100	100	100
Total Excluding NHB Reserve	7,099	4,967	3,774	3,574	3,537	3,464
New Homes Bonus	1,569	1,910	3,590	5,779	7,669	10,258
Total Earmarked Reserves	8,668	6,877	7,364	9,353	11,206	13,722
<i>General Fund Balance</i>	2,604	2,604	2,604	2,604	2,604	2,604
Total	11,272	9,481	9,968	11,957	13,810	16,326

- 6.3 All of the above reserves have specifically identified uses including some of which are held primarily for capital purposes namely the Council Assets and Service Delivery; Invest to Save; and Regeneration and Community Projects reserves. In line with the initial proposals considered by Cabinet, the above projections reflect the potential allocation of £2.5m from these reserves towards the cost of the Arena redevelopment. As with figures elsewhere in this budget relating to this project such allocations are still subject to a final decision to progress the redevelopment of the site.
- 6.4 It is anticipated that the New Homes Bonus Reserve will be called upon in future years as major infrastructure projects come to fruition. Current commitments on the New Homes Bonus Reserve are discussed at section 3.7.
- 6.5 It should be noted, in the professional opinion of the Council's Section 151 Officer, the General Fund Reserve position of £2.6m is considered adequate given the financial and operational challenges (and opportunities) the Council faces.

7. THE TRANSFORMATION STRATEGY AND EFFICIENCY PLAN

7.1 Since 2010 the Council has had a four year plan which has successfully driven change and efficiency activity. However, given the scale of the financial challenges facing the Council, a new Transformation Strategy has been formulated (See **Appendix 3**). Alongside this work the Executive Management Team has undertaken a review of all Council budgets resulting in savings which have been fed into the MTFS. The Transformation Strategy focuses on the following themes:

- (a) Service efficiencies and management challenge as an on-going quality assurance process;
- (b) Areas of review arising from Member budget workshops; and
- (c) Longer term reviews with further work being required and particularly impacting upon the Council's asset base.

7.2 This Programme will form the basis of how the Council meets the financial challenge summarised at Table Thirteen.

Table 13 – Savings targets

	2014/15 £'000	2015/16 £'000	2016/17 £'000	2017/18 £'000	2018/19 £'000
Annual Budget Saving required	624	760	67	56	149
Cumulative Savings required	624	1,384	1,451	1,507	1,656
Projected Transformation Savings	613	1,160	1,476	1,691	1,758
Additional Transfer (to) / from Reserves ⁹	11	224	(25)	(184)	(102)

7.3 In order to deliver a balanced budget for 2014/15 the Council has taken some difficult decisions in areas such as increasing charges for green waste and reducing the parish council support grant. The Council continues to look at how it delivers its services, for example, further collaboration with partners and creating social enterprises such as Streetwise, as innovative ways of delivering its services more economically, efficiently and effectively.

7.4 Moving forward, this momentum must continue and the Council's key transformation projects need to be reviewed on an on-going annual basis. While the Council has identified a range of projects that can be used to deliver the anticipated savings required this will

⁹ The MTFS model assumes that a transfer of £300k per annum will be made from the Organisation Stabilisation reserve to support on-going services. These amounts represent the additional call on (or from 2016/17 onwards reduction to the requirement from) the Organisation Stabilisation Reserve.

still be a challenging exercise. The current identified transformation projects which will be worked upon for delivery from 2014/15 are given at **Appendix B within Appendix 3**. Some of the more significant projects include:

- Bridgford Hall development
- Leisure and accommodation strategy
- Cyclical reviews of all service areas
- Reviewing fees and charges

8. RISK AND SENSITIVITY

8.1 The following table shows the key risks and how we intend to treat them through our risk management practices.

Table 14 - Key Risks

Risk	Likelihood	Impact	Action
Fluctuation in business rates	High	High	Growth plans and accurate monitoring
Lack of funding from partners	High	High	Engagement and realism
Central Government policy changes	High	High	Engagement in consultation and policy creation
Reductions in Government Funding	High	High	Lobbying and service transformation
Inadequate capital resources	Medium	High	Proportionate spending and sale of surplus assets, maximising pooled funding opportunities eg DFGs
Fee income volatility	Medium	Medium	Early monitoring of deviations
Inflationary pressures, particularly utility costs	Medium	low	Budget reporting processes
Increased demand for services	Medium	Medium	A robust performance management framework
Failure to deliver the required Transformation Strategy	Low	High	Effective programme and project management

8.2 The changing environment of local authority finance means that the Council is facing increasing risks and uncertainty in respect of the resources available to it. While predicting and controlling the level of external funding resources may be difficult, wherever possible the Council will use its budget management processes, reserves and general balances to mitigate these risks. It will also aim to deliver its services and maximise asset use in a way that can manage and mitigate the pressures which it faces. For example, the purchase of The Point not only delivers a rental income in excess of that available to the Council through treasury management investments, but is also an appreciating asset and, more importantly, is facilitating economic growth in the borough.

9. CAPITAL PROGRAMME

9.1 The Council's proposed five year capital programme is included at **Appendix 4** and summarised below.

Table 15 – Five year capital programme, funding and resource implications

	2014/15	2015/16	2016/17	2017/18	2018/19	
	Indicative Estimate	Indicative Estimate	Indicative Estimate	Indicative Estimate	Indicative Estimate	Total
	£000	£000	£000	£000	£000	£000
Transformation & Innovation	835	355	2,555	55	55	3,855
Neighbourhoods	1,575	1,229	1,675	1,147	954	6,580
Communities	203	204	205	115	116	843
Corporate Governance	220	70	70	70	70	500
Finance and Commercial	4,550	5,275	1,650	150	150	11,775
Total	7,383	7,133	6,155	1,537	1,345	23,553
FUNDED BY						
Usable Capital Receipts	(3,891)	(1,636)	(4,283)	(1,165)	(973)	(11,948)
Disabled Facilities Grants	(233)	(292)	(292)	(292)	(292)	(1,401)
Use of Reserves	(3,109)	(859)	(80)	(80)	(80)	(4,208)
Grants and Contributions	(150)	0	0	0	0	(150)
Section 106 Monies	0	0	0	0	0	0
Internal Borrowing	0	(4,346)	(1,500)	0	0	(5,846)
Total	(7,383)	(7,133)	(6,155)	(1,537)	(1,345)	(23,553)
Capital Resources at start of year *	13,091	8,860	6,861	5,369	4,495	
Additions	3,152	788	3,163	1,263	1,263	
Used (-)	(7,383)	(2,787)	(4,655)	(2,137)	(1,945)	
Capital Resources at end of year¹⁰	8,860	6,861	5,369	4,495	3,813	

¹⁰ Capital Resources include capital receipts, capital grants and the Councils Investment Reserves (NHB Reserve is the committed capital element only)

9.2 The Council's five year capital programme shows the Council's commitment to deliver more efficient services, improve its leisure facilities for community use, and to facilitate economic development in the Borough. The major projects in the 2014/15 Programme include:

- Bridgford Hall refurbishment (£650k);
- Support for registered housing providers (£840k);
- Disabled facilities grants (£375k and a further £1,500k over the next four years);
- Loan to Nottinghamshire County Cricket Club (£2,000k);
- A453 contribution (£375k, a further £125k in 15/16);
- On-going vehicle replacement (£300k and over £2,000k over the next four years).

9.3 After 2014/15 there is a continued focus on major projects including the £8,500k development at the Arena which is the largest project in the Programme. It should be noted that there is a likelihood that some of the spend profiled for 2014/15 in terms of professional fees etc maybe required in 2013/14 and will be reported accordingly as part of the Council's financial reporting arrangements. This will not impact on the overall cost of the project. The provision of a new depot is anticipated for 2016/17 (£2,500k) to be funded from a capital receipt from the disposal of the Abbey Road site.

9.4 As Table 15 demonstrates the Council's capital resources are diminishing (the Programme includes no assumption regarding the disposal of the Civic Centre until a decision has been made upon its future). The Council's currently identified capital resources will have diminished substantially from £13.1m to £3.8m over the five year life of the Programme.

10. TREASURY MANAGEMENT

- 10.1 Attached at **Appendix 5** is the Treasury Management Strategy Statement which integrates capital investment decisions with cash flow information and revenue budgets. The key assumptions in the Treasury Strategy are summarised in the following table:

Table 16 – Treasury Assumptions

Treasury Assumptions	2014/15 Estimate	2015/16 Estimate	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate
Average Cash balances £'m	40	38	30	30	30
Average Interest rate earned on investments (%)	0.60	0.60	0.60	1.25	1.50
Interest Earned on Investments	240	228	180	375	450
Other Interest £'000	20	20	20	20	20
Total Interest £'000	260	248	200	395	470

As the MTFs forecasts that the Council will still have £3.8m of useable capital resources available to it at e 31 March 2019 the Treasury Strategy includes no plans for future external borrowing. However investments are expected to reduce significantly in 2016/17 as the Authority makes provision to 'internally borrow' to fund the Leisure project at the Arena.

11. OPTIONS

- 11.1 As part of its consideration of the budget Council is encouraged to consider the strategic aims contained within the Corporate Strategy and in this context to what extent they wish to maintain existing services, how services will be prioritised, and how future budget shortfalls will be addressed.
- 11.2 Instead of freezing the Council could choose to increase its Council Tax. Table Seventeen provides details of the impact on budgets of a 1.98% (£2.34) and a 1.45% (£1.68) increase on the 2014/15 Band D Council Tax both of which would be inside the two percent limit above which a referendum would be required.

Table 17: Alternate Council Tax Levels

Freeze in 2014/15 Band D £117.99	2013/14 £'000	2014/15 £'000	2015/16 £'000	2016/17 £'000	2017/18 £'000	2018/19 £'000
Council Tax (RBC)	4,595	4,646	4,669	4,786	4,906	5,029
Council Tax Freeze Grant	0	55	112	112	112	112
	4,595	4,701	4,781	4,898	5,018	5,141

1.45% in 2014/15 Band D £119.67	2013/14 £'000	2014/15 £'000	2015/16 £'000	2016/17 £'000	2017/18 £'000	2018/19 £'000
Council Tax (RBC)	4,595	4,712	4,735	4,854	4,975	5,099
Council Tax Freeze Grant	0	0	55	55	55	55
	4,595	4,712	4,790	4,909	5,030	5,154

1.98% in 2014/15 Band D £120.33	2013/14 £'000	2014/15 £'000	2015/16 £'000	2016/17 £'000	2017/18 £'000	2018/19 £'000
Council Tax (RBC)	4,595	4,738	4,761	4,880	5,002	5,128
Council Tax Freeze Grant	0	0	55	55	55	55
	4,595	4,738	4,816	4,935	5,057	5,183

- 11.3 The above figures indicate that a 1.45% increase would provide an additional £11k per annum of income to the Council in 2014/15 compared to £37k for a 1.98% increase. Assuming a Council Tax Freeze in 2015/16 and increases of two per cent per annum thereafter by 2018/19 this gap increases to £13k per annum for a 1.45% increase and £42k for a 1.98% increase.
- 11.4 Other than the above options for alternate Council Tax increases there are no alternate proposals concerning the Budget, Medium Term Financial Strategy or Transformation Strategy

Funding Analysis for Special Expense Areas

	2013/14	2014/15	%
	£	£	Change
West Bridgford			
Parks and Playing Fields	392,000	380,800	
Allotments	0	2,000	
West Bridgford Town Centre	39,400	36,500	
Community Halls	89,300	98,200	
Seats & Bins	1,800	1,000	
Burial Subsidy	22,700	22,700	
Contingency	1,822	25,000	
Previous Year deficit	0	25,062	
Annuity Charges	101,600	101,568	
RCCO	100,000	50,000	
Total	748,622	742,830	
Council Tax Reduction Support	(49,976)	(41,990)	
Total	698,646	700,840	
Tax Base	12,777	12,881	
Special Expense Tax	£54.68	£54.41	-0.50%
Keyworth			
Cemetery Maintenance	3,902	3,900	
Council Tax Reduction Support	(270)	(270)	
Total	3,632	3,630	
Tax Base	2,471	2,482	
Special Expense Tax	£1.47	£1.46	-0.5%
Ruddington			
Cemetery & Annuity Charges	5,909	9,200	
Council Tax Reduction Support	(559)	(550)	
Total	5,350	8,650	
Tax Base	2,421	2,438	
Special Expense Tax	£2.21	£3.55	61%
TOTAL SPECIAL EXPENSES	707,628	713,120	

REVENUE BUDGET SERVICE SUMMARY						Appendix 2	
	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	
	£	£	£	£	£	£	
Communities	3,292,300	2,649,000	2,636,100	2,663,900	2,688,500	2,714,200	
Corporate Governance and Operations	1,431,100	1,370,100	1,510,600	1,534,900	1,559,400	1,586,400	
Finance and Commercial	4,115,800	3,796,730	3,908,890	3,922,690	3,807,090	3,742,990	
Neighbourhoods	5,166,700	4,355,200	4,320,300	4,308,500	4,372,000	4,438,000	
Transformation	- 121,600	6,300	- 156,600	-185,400	- 168,900	- 154,400	
Net Service Expenditure	13,884,300	12,177,330	12,219,290	12,244,590	12,258,090	12,327,190	
Capital Accounting Adjustment	- 2,474,700	- 1,513,900	- 1,513,900	- 1,513,900	- 1,513,900	- 1,513,900	
Revenue contribution to capital	390,000	276,600	276,600	151,600	151,600	151,600	
Transfer to/from reserves	- 214,600	1,279,000	1,521,000	1,994,000	2,295,000	3,044,000	
Total Net Service Expenditure	11,585,000	12,219,030	12,502,990	12,876,290	13,190,790	14,008,890	
Funding							
Central Government Grant	- 3,131,000	- 2,377,000	- 1,609,000	- 1,376,000	- 1,151,000	- 934,000	
Localised Business Rates	- 2,152,000	- 2,123,000	- 2,182,000	- 2,226,000	- 2,270,000	- 2,315,000	
Collection Fund Surplus	- 25,000	100,000	-	-	-	-	
Council Tax Income:							
Rushcliffe	- 4,595,000	- 4,645,620	- 4,668,860	- 4,785,680	- 4,905,950	- 5,029,310	
Special expenses	- 707,800	- 713,120	- 719,000	- 737,000	- 755,000	- 774,000	
Council Tax Freeze Grant	-	55,220	111,960	111,960	111,960	111,960	
Specific Grants and NHB	- 974,200	- 1,581,000	- 1,828,000	- 2,189,000	- 2,490,000	- 3,189,000	
Total Funding	-11,585,000	-11,594,960	-11,118,820	-11,425,640	-11,683,910	-12,353,270	
Gross Budget Deficit	0	624,070	1,384,170	1,450,650	1,506,880	1,655,620	
Annual deficit assuming previous year deficit met and ongoing		624,070	760,100	66,480	56,230	148,740	

Transformation Strategy 2014/15

Introduction

In 2010, the Council adopted a 4 Year Plan, a planned and measured approach to meeting the emerging financial challenges. The plan was written to identify cost efficiencies, increase income opportunities and develop transformational alternatives for the future delivery of services. The adopted approach aimed to reduce overall expenditure by £2.8m over the life of the Plan. This approach was reinforced in 2012 with the publication of our latest Corporate Strategy subtitled 'Proactively Preparing for the Future'.

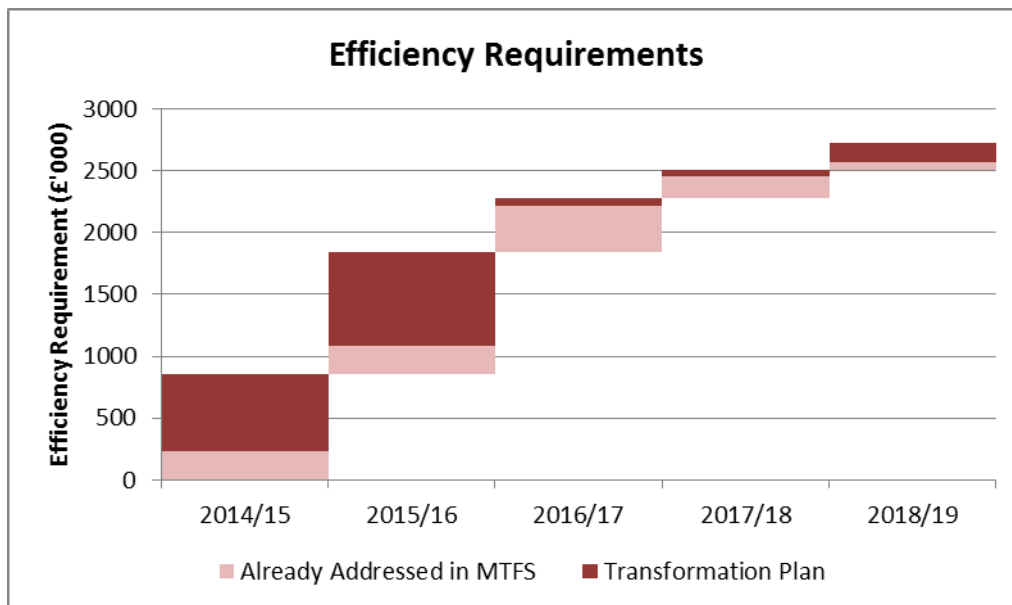
The 4 Year Plan has been in operation for three years and, so far, it has successfully supported the delivery of over £3m in efficiencies. In making our savings, services to residents in some cases have been changed from universally free services towards chargeable choice based services. Other services have been streamlined, to be even more efficient and leaner whilst attempting to make it easier for customers to transact their business with us at a time and in a way that suits them. We have done all of this without significantly impacting on service quality or resident satisfaction. Our latest resident polling data shows us that 77% of residents are satisfied with the way the council operates and 60% believe the Council provides value for money (2012).

Due to the continued austerity measures being placed upon the public sector the original target of £2.8m will need to increase to around £6m by 2018/19. Therefore, it has become clear that we need 'to stop the clock' and realign our approach and timeframe. This revised Transformation Strategy sets out the Council's approach to making further savings between now and 2018/19. It also explains our approach to identifying and working with partners, recognising and maximising opportunities, and leading the way in delivering high quality services that match the needs of residents. It is clear that as the organisation becomes leaner, it will become increasingly challenging to find further savings. Achieving the increased targets requires a bolder and more strategically focussed way of thinking.

Addressing the funding gap

The Council's net operating budget for 2013/14 was £10.6m. To meet the impact of inflation and reduced levels of funding, over the next five years the Council originally needed to save an additional £2.72m by 2018/19. As demonstrated below the timing of Government funding reductions meant that the scale of savings required in the first two years is significantly greater than those forecast from 2016/17 onwards.

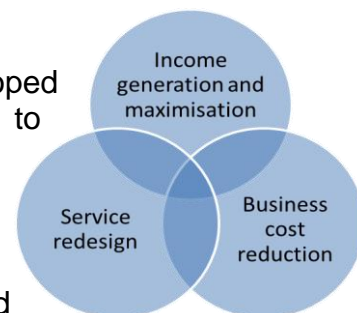
Alongside the development of the Transformation Strategy work has been undertaken to identify potential efficiencies within existing services and programmes of activity. As a result the funding gap addressed by the Transformation Strategy has reduced to £1.66m.



Like the first 4 Year Plan and the 2012 Corporate Strategy, we are proactively preparing for the future, taking the lead in reforming service delivery and working practices, providing excellent customer services whilst driving down costs.

Rushcliffe’s core operating principles

In constructing the 4 Year Plan, Rushcliffe developed three core principles that summarised its approach to transformation – income generation and maximisation, business cost reduction and service redesign. These core principles will remain central to the operation of the Council over the next five years, as they have led to some significant changes which have minimised the need



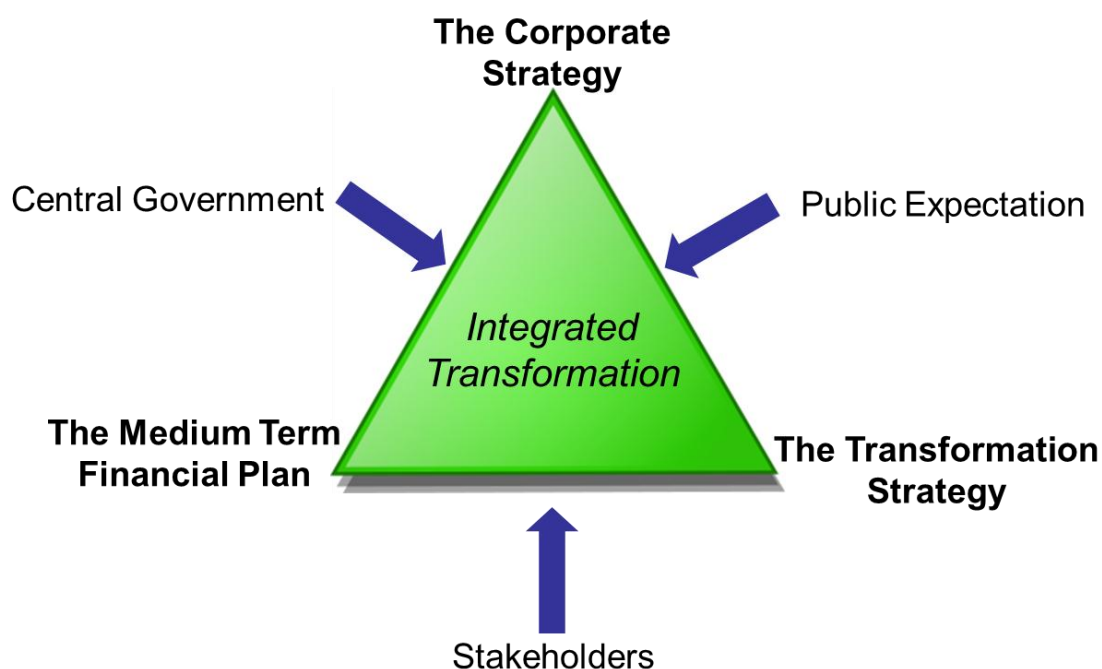
to reduce or remove front line services in the last three years. This has been achieved by focusing on a ‘one’ Council approach and great teamwork between Members and officers to limit the impact upon residents. However, we recognise to be successful in bridging the remaining funding gap it will be necessary to consider and implement large scale transformational change which can generate a large fiscal impact.

The Transformation Strategy is an evolving document and although it essentially covers the next five years it should not be bound by time or scope. What is needed at this point is a clear commitment where officers are encouraged to maximise and bring forward opportunities as they become apparent. To this end and within the emerging complex environment, three partnership models have been identified to provide a framework to generate further efficiencies. These are covered in more detail in **Appendix A**.

An Integrated Approach to Transformation

This Strategy formalises the Council's integrated approach to transformation. It highlights the work that has been done in the last three years to deliver over £3m in efficiencies and formalises the Council's principles of partnership working (detailed at Appendix A). At a strategic level it highlights the important relationship between:

- The Council's Corporate Strategy – which provides the overall direction of the Council, its core values and its three key priorities,
- The Medium Term Financial Plan – a defined plan of how the authority will work towards a balanced budget and maintain viability,
- The Transformation Strategy – a document providing direction in respect of the strategically focussed streams of work to meet the financial targets whilst fulfilling the Council's corporate priorities.

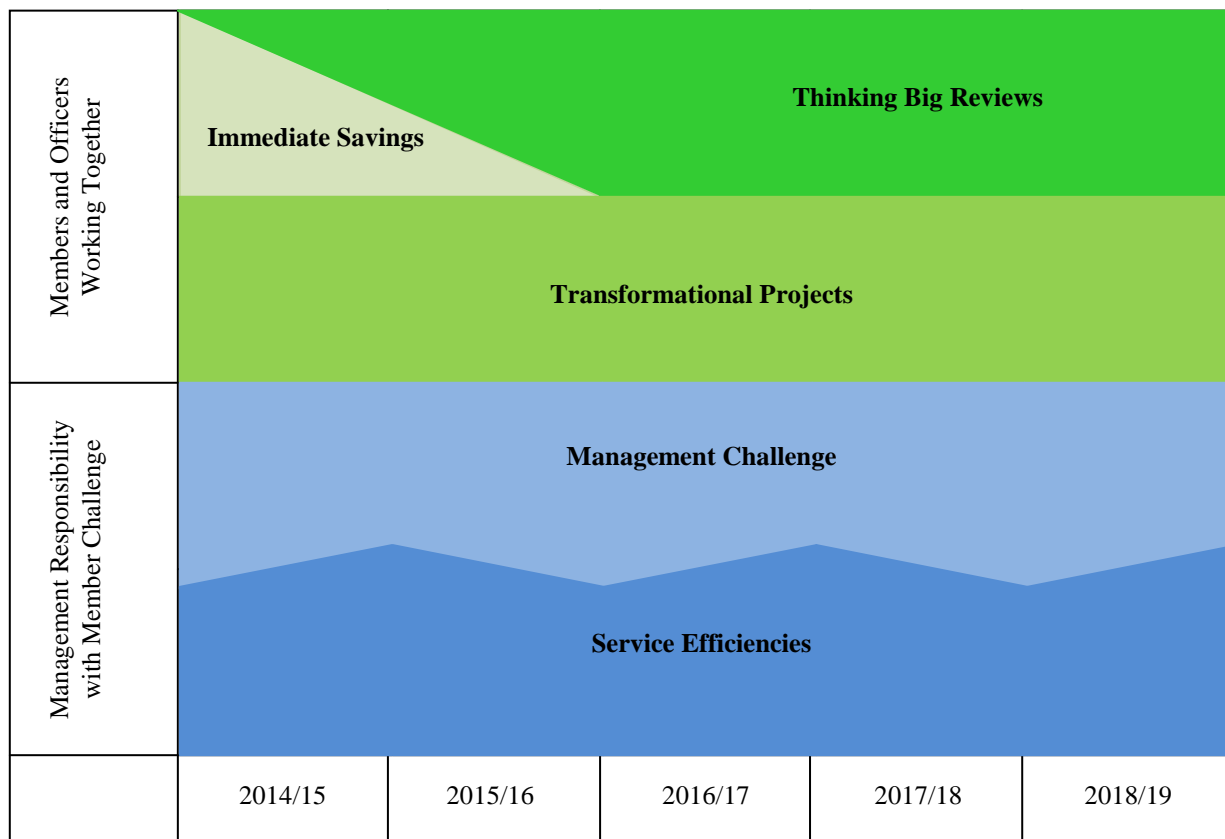


Rushcliffe's Integrated Approach to Transformation

The diagram above also shows how this trio of documents can be influenced by external factors such as central government, public expectation and other stakeholders.

The Transformation Strategy

This document details the different areas of work officers and Members will focus upon to meet the stretching financial targets set whilst continuing to fulfil our corporate priorities. The diagram below highlights the different work streams and shows how they fit together over the next five years.



Management Responsibility with Member Challenge

Each year, officers undertake an internal programme of investigations looking specifically at improving efficiency through different ways of working. We also challenge our budgets every year to drive out further savings whilst minimising the impact of front line services. We have a strong leadership focused on corporate priorities using weekly performance clinics to manage performance and budgets. We also ensure that every large scale project (where there is deemed to be a significant impact on residents, staff or budgets) has its own project board and governance structure. Activities are challenged through Leader and Portfolio Holder briefings, and constituted and established processes such as Member Groups. Reports on policy changes are passed through the Cabinet, and our Performance Management Board and Corporate Governance Groups regularly scrutinise review findings. Additional Member Groups are created by Cabinet where required.

Service Efficiencies

The culture at Rushcliffe has been to ensure different services are reviewed regularly to make sure they are as focused upon the customer and as streamlined as possible, any identified waste is removed from the system and where appropriate services are moved online. The way the service is delivered is also investigated and consideration is given to potential partnership opportunities or alternative methods of

delivery to protect the services that residents value without a pre-determined view. Headline efficiency targets have been identified for each area of the Council and these are illustrated at **Appendix B**.

Management Challenge

The Service Efficiencies are strengthened by on-going management of the services through regular performance clinics and a management challenge as part of the annual budget setting process – each Executive Manager is charged with scrutinising their budget line by line to identify and remove any additional savings or unused budget. This process has the buy-in of all staff as it is widely acknowledged that savings made through this process can reduce the number and scale of changes that directly impact on our residents. Again, top level targets have been identified for each area of the Council and these are illustrated in the table at **Appendix B**.

Members and Officers Working Together

The upper area of the diagram above focuses on activities where Members and officers work together to identify further savings and different ways of working. These aspects of the Strategy have been arrived at through our budget proposals which have continued to be radical and challenging as we look at ways of bridging the financial gap by 2018/19. Budget workshops, incorporating Members from all political groups, have looked at what has been achieved so far, policy changes that can be made immediately to save money in the coming year, different ways of delivering services in the future, and more long-term at a set of 'Thinking Big' options that could significantly change the face of the Council and the services it delivers.

Immediate savings

Each year, Members are presented with a number of policy changes which hit one or more of our core principles of income generation and maximisation, business cost reduction or service redesign. These operational changes form part of the budget setting process each year and generally result in savings or additional income for the following year.

Thinking big reviews

As part of the budget setting process for 2014/15, Members discussed a number of potential 'Thinking Big' reviews. These will primarily focus on gathering information upon which Members can base decisions which could potentially change the face of the Borough in the future. These are the ideas that previously would not have been considered necessary and, therefore, would have been unlikely to have reached formal discussion. Members have indicated that they wish to fully establish the options with regard to a small number of selected key projects in an attempt to preserve the highly valued services our residents need. These 'Thinking Big' ideas have the potential to contribute significantly to bridging the funding gap we are experiencing without reducing frontline services but they are not decisions to be taken lightly which is why further investigations will be undertaken.

Transformational Projects 2014-2016

As has already been mentioned above, this Strategy is a continuation of the Council's original 4 Year Plan and as a consequence a number of key projects which influence service delivery and finances over the next few years are already in progress. The Council remains committed to these projects and the outcomes they can deliver.

Streetwise Franchise

On 1 July 2014, the Council's grounds maintenance and street cleaning functions will be empowered to become more competitive with the creation of a stand-alone social enterprise, Streetwise. The move to a social enterprise will enable 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 will be transferred into the new company under TUPE. 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.

Streetwise will continue to work in partnership with the Borough Council with the aspiration to replicate the Streetwise business model into a social franchise. Streetwise will support this development and will provide resources and expertise to help produce the franchising manual and prospectus. This could potentially lead to an additional income stream for both parties as new franchisees pay to use the Streetwise business model.

Building Control Partnership

The Council's Building Control service was reviewed in 2012/13 in line with the 4 Year Plan to identify efficiency savings and new ways of working. The service already shares a manager with South Kesteven District Council and this review was undertaken in partnership with them - making further savings. The review identified an opportunity to transform the service through a full partnership delivery approach with South Kesteven District Council which builds on the current successful shared management arrangement. It is expected that this approach will bring significant benefits, including increased resilience, greater efficiencies through the use of shared processes and further savings which would be shared between the two councils. Subject to receiving political approval, the joint building control service with South Kesteven District Council will be fully operational on 1 April 2014 and will be closely monitored over the first year of operation to resolve any initial teething problems. The main aim moving forward is to invite other partners to join from 2015 to achieve even greater efficiencies.

Garage Partnership

Following approval by the Cabinet in January 2014, Rushcliffe Borough Council and Nottingham City Council will be commencing a 'Co-operation Agreement' in April 2014 to deliver fleet maintenance and garage services across both geographical areas. The service builds on the City Council's scale and expertise in the delivery of maintenance programmes for large and complex public sector fleets. The scope of the expanded service will include the proactive maintenance and responsive repair of all the Council's fleet of vehicles and equipment at the City Council's Eastcroft Depot. The agreement will result in: a range of benefits and cashable savings for

Rushcliffe; the creation of a platform for further growth with other public sector partners; the alignment of the Council's recent collaboration agreement on partnership working; and strategically help towards the release of the Council's Abbey Road Depot site moving forwards.

The transitional implementation of the agreement will be managed via a detailed project plan covering all the operational and workforce arrangements that need to be in place to support the 'go live' date of 1 April 2014. Once operational, the agreement will be monitored through a shared performance management framework which will include regular operational meetings, a suite of performance indicators covering key outcomes and further oversight through the Council's existing scrutiny arrangements.

Collaboration

In December 2013, the Cabinet supported the Collaboration Agreement between Rushcliffe, Gedling Borough Council and Newark and Sherwood District Council. The Agreement sets out the benefits of a preferred partner approach and how the three councils plan to work together to save money, protect service standards and take advantage of future sharing opportunities. An emerging governance structure is being developed, which is led by the three Council Leaders and Deputy Leaders. They determine the priorities in collaboration with each of the Chief Executives, who take responsibility for deciding the methods of delivery and for monitoring the work plan. The focus up until 2015 is currently on the areas of ICT development, HR, Environmental Health and Waste Management, concentrating on efficiency, capacity and resilience. This is not an exclusive arrangement and partnerships with other councils will continue where they provide synergy.

Leisure Strategy Activation

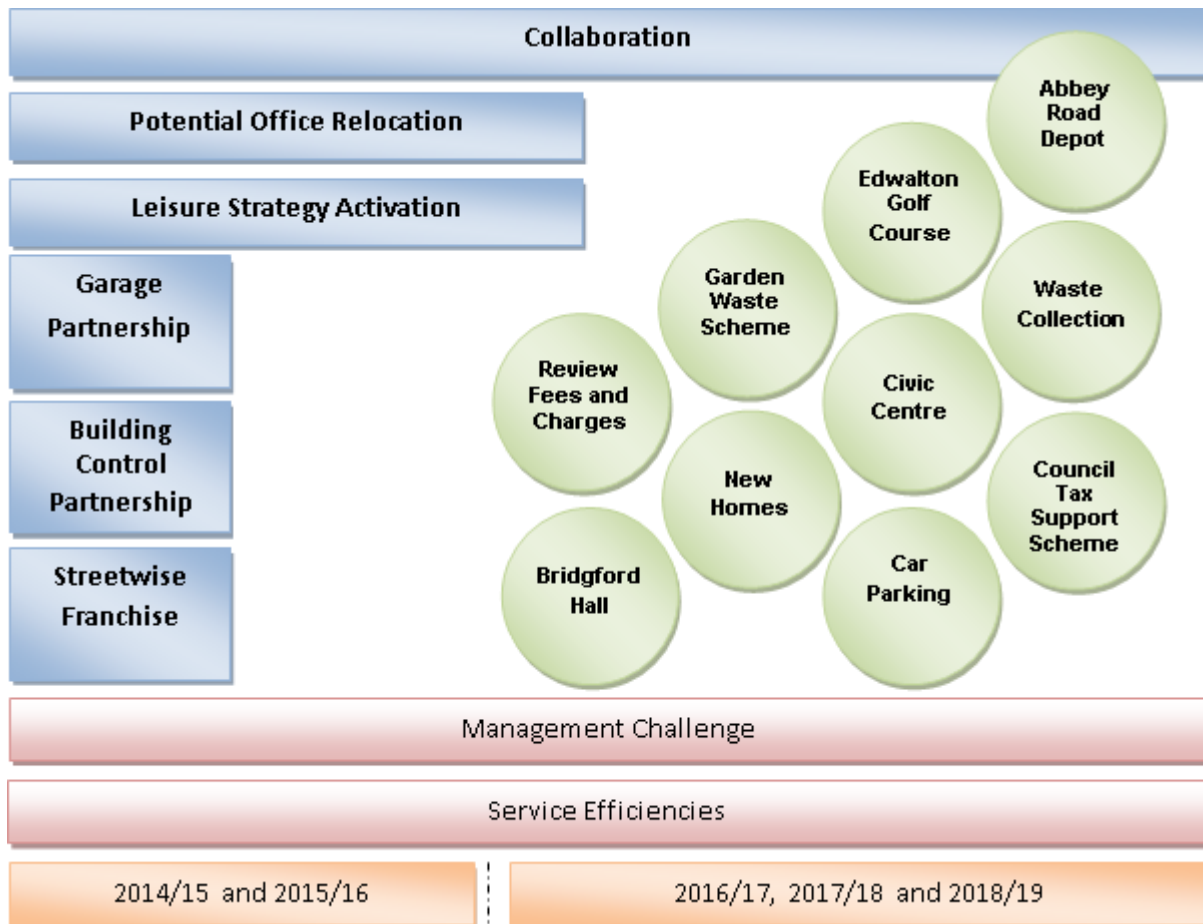
Since 2006, the Council's Leisure Strategy has highlighted the authority's ambition to rationalise leisure facilities in West Bridgford to one site – Rushcliffe Arena. During 2013, a feasibility study was undertaken that concluded such a change, primarily funded from the New Homes Bonus, could make this aspiration a reality and at the same time deliver a new facility that was both more energy efficient and cheaper to run. In October 2013 Cabinet supported the development of formal proposals for a new leisure centre at the Arena. Subject to final cabinet approval the new leisure centre will open to the public in 2016.

Transforming the way we work

The activation of the leisure strategy has also provided another opportunity. The Council has for some years been looking to vacate the Civic Centre on Pavilion Road. Changing staff numbers and different ways of working mean the Council needs less physical space to run its services. Plans are being drawn up to combine new office space within the updated Rushcliffe Arena with the view of vacating the Civic Centre in early 2016 if Cabinet approval is granted. This frees up the Civic Centre to be let or sold raising valuable income for the Council. It also provides an opportunity for the Council to fully review the way it works, including introducing more electronic solutions, more flexible working patterns, and a better work life balance for our staff. A new building will also mean lower energy costs and has the potential to include working spaces for partner agencies leading to closer links and better customer service for the residents of Rushcliffe.

Summary of the Transformation Strategy Work Programme

The diagram below summarises the Transformation Strategy Work Programme for the next five years and provides a framework within which the required efficiencies will be delivered.



Governance

This Strategy is undoubtedly ambitious and it needs to be to reduce the budget by as much as is required. However, it must also be achievable within the resources the Council has available.

Since the publication of the original 4 Year Plan in 2010, the Chief Executive has through an management restructure adopted by Full Council created an internal Transformation and Projects team who are responsible for delivering and monitoring the Transformation Strategy (previously the 4 Year Plan). They also provide much needed project management resources for each review undertaken.

However, it would still not be possible to do everything at once and to that effect a five year programme has been developed. In the event of unforeseen circumstances the programme of reviews will be assessed to decide if it is still achievable or whether changes need to be made. Each individual project will have its own terms of reference, project plan and governance arrangements. Overall, monitoring of the Strategy will take place quarterly by the Chief Executive and his Executive Management Team. Where it is required by individual projects, consultation and engagement with members of the public will take place.

The following risks have been identified and will be monitored accordingly.

Risk	Probability	Impact	Mitigation
Reviews do not achieve anticipated savings	Probable	>£250k	Individual reviews where there is underachievement may be offset by others with higher savings.
Programme slippage	Possible	>£250k	Monitoring of programme and taking early corrective action
Insufficient capacity to undertake the programme	Possible	>£250k	Procure extra resources – ie consultancy
Insufficient interest from alternative providers	Possible	Negative	Find appropriate savings from direct service provision by quality reduction (probably)

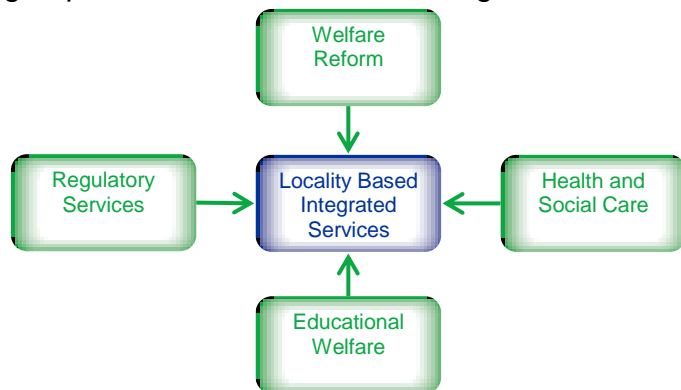
Rushcliffe's Accepted Models of Partnership Working

1. Localised Integrated Working Partnerships

These types of integrated delivery partnerships involve working with other agencies and organisations whose services are delivered to Rushcliffe borough residents. These partnerships are aimed at improving the connectivity of public services, public regulation, reducing the need to cross-refer people and issues.

The Government has recognised and begun to embrace the value of partnerships of scope and is increasingly looking to realise both financial and customer benefits from these. Central Government policies around community safety, health outcomes, welfare reform and community budget pilots, all demonstrate recognition of the importance of different agencies working together in a single locality to benefit their residents.

Rushcliffe is a pioneer in this area. The successful development of the Rushcliffe Community Contact Centre bringing together joint customer services for the Police, Job Centre plus, voluntary sector, South Nottinghamshire College and other services has been recognised nationally. This approach has been supported



by our ability to work in other locations on a remote access basis. The service has recently been expanded into Bingham where an integrated delivery service model has been deployed and is being delivered from the new Health Centre.

There are also a range of projects underway involving our locality partners, which embed these principles and take services out into the community, including Positive Futures, Rush for Health, Lark in the Park and Business Partnership events.

2. Partnerships of Scale

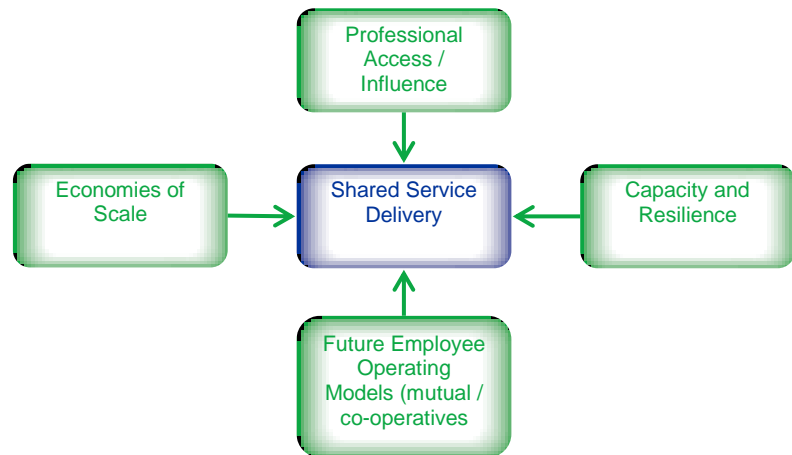
This term describes two or more organisations joining together largely to benefit from economies of scale. These partnerships can, like localised integrated working partnerships, drive efficiencies but unlike scope partnerships they may not, in themselves, directly improve the way in which the service is delivered to Rushcliffe Borough residents. Opportunities exist in this area to share back office services, reducing costs and removing duplication whilst maintaining and improving capacity and resilience.

If scale partnerships are to be successful, previous experience has shown that there is a greater chance for success if they cover a broad range of services but are focussed and aligned on a small number of culturally similar and willing partners. It is possible to develop these partnerships organically – that is, as opportunities arise – and this has been our approach to date following the unsuccessful attempt to enter a partnership with Liberata and Charnwood Borough Council.

As mentioned above, to date partnerships of scale have developed organically – the Council has been successful in developing a number of such partnerships, of which

the following, mostly back office services, have come to fruition: payroll services (Gedling), ICT (Broxtowe, Newark & Sherwood), building control (South Kesteven), procurement (Gedling), homelessness (Gedling) and emergency planning (Nottinghamshire County Council).

Following continued encouragement from Central Government, there has been an increased willingness and determination from the Leaders within Nottinghamshire to forge closer partnerships of scale (Waste Collection and Management). In addition, the leadership of Gedling and Newark and Sherwood

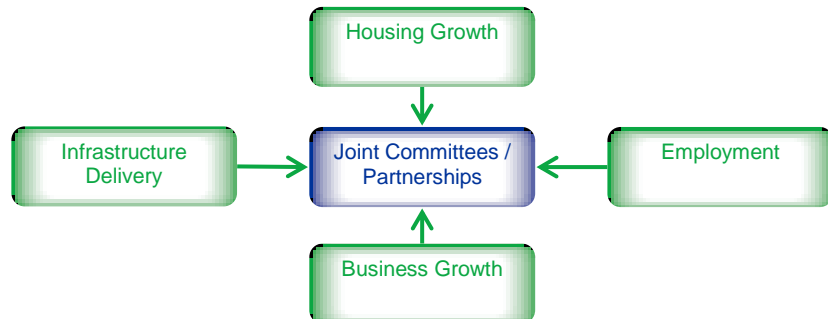


Councils have indicated they would be willing to develop a close working relationship across a broad range of services with Rushcliffe building upon a history of working proactively and positively together. This was formalised following the Cabinet decision on 3 December 2013 and the publication of a Collaboration Agreement in which all three authorities have agreed to work together using a preferred partner approach to maximise capacity, reliance and efficiency where it makes business sense. Closer working between these authorities could both exploit the partnership of scale opportunities whilst also contributing to meeting all three Councils' future aspirations.

3. Partnerships for Governance

There has been a growth of place-based and themed partnership arrangements. These have largely been designed to implement and administer arrangements within defined areas focussed upon common objectives including: The Joint Planning and Advisory Board (Nottingham City, Nottinghamshire County Council, Broxtowe BC, Gedling BC, Erewash DC and Rushcliffe BC).

However, the emergence and growth of other forums has restricted the representation and influencing role of individual districts. The Health and Wellbeing Boards and Local Enterprise Partnerships are prime examples



where representation is restricted to one district or borough council. Therefore, to combat this, it is likely there will be an increase in the number of joint committee arrangements. These will be focused upon agreeing joint objectives, allocating resources and monitoring outcomes which impact regionally and nationally. For example, in January 2014, the Cabinet supported the establishment of the City of Nottingham and Nottinghamshire Economic Prosperity Committee to drive future investment in growth and jobs in the City and County.

If these do grow, there will be an increasing reliance upon forging relationships which can influence outcomes for Rushcliffe residents; for example, agreeing key infrastructure requirements which benefit not only Rushcliffe but neighbouring boroughs and districts.

These models of partnership working provide a framework within which officers can be swift to take advantage of opportunities as they arise. They build upon our existing core principles model highlighted above and provide a clear map for the future.

Headline Targets 2014/15 to 2018/19

Anticipated savings in £000	Opportunity	2014/15	2015/16	2016/17	2017/18	2018/19
Service Efficiencies and Management Challenge	1,080	158	533	848	1,013	1,080
<u>Thematic Reviews - With Potential Savings</u>						
Wheeled bin charges for new houses	23	12	23	23	23	23
Bridgford Hall	100	(35)	(70)	100	100	100
Printing for Member Meetings	11	5	5	11	11	11
Council Publications and Promotion	9	9	9	9	9	9
Grants and Support	25	10	25	25	25	25
Planning pre-application Advice	10		10	10	10	10
Leisure Strategy	350		150	350	350	350
Burial Provision	20		20	20	20	20
	548	1	172	548	548	548
<u>Income Reviews</u>						
Fees and charges Generally	50	50	50	50	50	50
Street Trading Licenses	5	5	5	5	5	5
Car Parking - Rural	25			25	25	25
Car Parking - West Bridgford	50				50	50
	130	55	55	80	130	130
<u>Saving Opportunities / (cost)</u>						
Small Business Rates Relief Grant	0	400	400	0	0	0
	0	400	400	0	0	0
Overall	1,758	613	1,160	1,476	1,691	1,758
Funding Gap	(1,847)	(624)	(1,384)	(1,451)	(1,507)	(1,656)
(Shortfall) / Surplus	(89)	(11)	(225)	25	184	102
(In addition to £300k committed from Org Reserve)						
Transfer From Reserves	(1,420)	(311)	(525)	(275)	(112)	(198)

<u>Strategic Assets - savings to be determined</u>						
Edwalton Golf Course	?					
Office Accomodation	?					
Abbey Road Depot	?					

<u>Other Reviews (savings tbd)</u>						
Council Tax Support Scheme	?					
Nottingham City Garages	?					
Streetwise	?					
Collaboration	?					

CAPITAL PROGRAMME 2014/15

Scheme	2014/15	2015/16	2016/17	2017/18	2018/19
	Indicative Estimate	Indicative Estimate	Indicative Estimate	Indicative Estimate	Indicative Estimate
	£000	£000	£000	£000	£000
Transformation & Innovation					
Cotgrave Town Centre Regeneration	0	300	0	0	0
Bingham Market Place Resurface	60	0	0	0	0
Bridgford Hall Refurbishment	650	0	0	0	0
Footpath Enhancement	25	25	25	25	25
Cotgrave Precinct Works	50	0	0	0	0
The Point Enhancements	50	30	30	30	30
New Depot	0	0	2,500	0	0
Sub total	835	355	2,555	55	55
Neighbourhoods					
Wheeled Bins	60	60	60	60	60
Vehicle Replacement	300	544	990	462	269
Support for Registered Housing Providers	840	250	250	250	250
Disabled Facilities Grants	375	375	375	375	375
Sub total	1,575	1,229	1,675	1,147	954
Communities					
Partnership Grants	63	64	65	65	66
Nottinghamshire Cricket Club Grant	90	90	90	0	0
Play Areas - Special Expense	50	50	50	50	50
Sub total	203	204	205	115	116
Corporate Governance					
Information Systems Strategy	220	70	70	70	70
Sub total	220	70	70	70	70

Finance and Commercial					
Nottinghamshire Cricket Club Loan	2,000	0	0	0	0
Contribution to the A453	375	125	0	0	0
Pitch Upgrade Keyworth LC	25	0	0	0	0
Leisure Strategy/Office Accommodation	2,000	5,000	1,500	0	0
Contingency	150	150	150	150	150
Sub total	4,550	5,275	1,650	150	150
PROGRAMME TOTAL					
	7,383	7,133	6,155	1,537	1,345

TREASURY MANAGEMENT STRATEGY 2014/15 – 2018/19

The Capital Prudential Indicators 2014/15 to 2018/19

Introduction

1. The Local Government Act 2003 requires the Council to comply with the CIPFA Prudential Code for Capital Finance in Local Authorities when carrying out capital and treasury management activities.
2. The CIPFA Prudential Code establishes a framework designed to support local strategic planning, local asset management planning and option appraisal. The objectives of the CIPFA Prudential Code are to ensure that capital investment plans are affordable, prudent and sustainable.
3. The overall prudential framework also has an impact on the Council's treasury management activities as it directly impacts borrowing and investment activity. The Treasury Management Strategy for 2014/15 to 2018/19 is included from paragraph 19.

The Capital Prudential Indicators

4. The Council's capital expenditure plans are summarised below and forms the first of the prudential indicators. Capital expenditure needs to have regard to:
 - Corporate objectives (e.g. strategic planning);
 - Stewardship of assets (e.g. asset management planning);
 - Value for money (e.g. option appraisal);
 - Prudence and sustainability (e.g. implications for external borrowing and whole life costing);
 - Affordability (e.g. implications for council tax and rents); and
 - Practicability (e.g. the achievability of the Corporate Plan).

Capital Expenditure Estimates

5. Capital expenditure can be financed immediately through the application of capital resources, for example, capital receipts, capital grants or revenue resources. However, if these resources are insufficient or a decision is taken not to apply resources, the capital expenditure will give rise to a borrowing need. Table 1 summarises the capital expenditure projections and anticipated financing, with capital expenditure increasing with regards to anticipated spend in relation to, in particular, accommodation and leisure strategy.

Table1: Projected Capital Expenditure

£'000	2013/14 Estimate	2013/14 Revised	2014/15 Estimate	2015/16 Estimate	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate
Capital Expenditure	5,998	5,843	7,383	7,133	6,155	1,537	1,345
Financed by:							
Capital Receipts	4,982	3,707	3,891	1,636	4,283	1,165	973
Capital Grants/ Contributions	726	1,675	383	292	292	292	292
Reserves	290	461	3,109	859	80	80	80
Net Financing Need for the Year (Internal Borrowing)	0	0	0	4,346	1,500	0	0
Total	5,998	5,843	7,383	7,133	6,155	1,537	1,345

6. The key risks to the capital expenditure plans are that the level of grants estimated is subject to change and anticipated capital receipts are not realised in the medium term.

The Council's Borrowing Need (the Capital Financing Requirement)

7. The Capital Financing Requirement (CFR) represents the Council's underlying need to borrow for capital expenditure which has not yet been paid for by either revenue or capital resources. The capital expenditure above which has not been financed increases the CFR from a negative to a positive position (ie the use of internal borrowing).

Table 2: CFR Projections

£'000	2013/14 Estimate	2014/15 Estimate	2015/16 Estimate	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate
Capital Financing Requirement						
Opening Balance	(505)	(505)	(505)	3,841	5,341	4,741
Movement in CFR	0	0	4,346	1,500	(600)	(600)
Closing Balance	(505)	(505)	3,841	5,341	4,741	4,141
Movement in CFR represented by						
Net financing need for the year (internal borrowing)	0	0	4,346	1,500	0	0
Less MRP/VRP and other financing movements	0	0	0	0	(600)	(600)
CFR Movement	0	0	4,346	1,500	(600)	(600)

8. CLG Regulations have been issued which require the Corporate Governance Group to consider an Minimum Revenue Provision (MRP) Statement in advance of each year. Further commentary financing of the debt is provided within the Treasury Management Strategy Statement (paras 30-33). A variety of options are provided to Councils, so long as there is prudent provision. The following MRP Statement is recommended (taking advice from our Treasury Advisors).
9. Rushcliffe Borough Council has fully financed its capital expenditure incurred before 1 April 2013. In the event of an MRP charge being required the policy for approval is:
 - *Option 3 Asset Life Method – in accordance with the proposed regulations MRP will be based on the estimated life of the assets, (this option must be applied for any expenditure capitalised under a Capitalisation Direction).*

Estimated life periods will be determined under delegated powers. To the extent that expenditure is not the creation of an asset and is of a type that is subject to estimated life periods that are referred to in the guidance, these periods will generally be adopted by the Council. However, the Council reserves the right to determine useful life periods and prudent MRP in exceptional circumstances where the recommendations of the guidance would not be appropriate.

As some types of capital expenditure incurred by the Council are not capable of being related to an individual asset, asset lives will be assessed on a basis which most reasonable reflects the anticipated period of benefit that arises from the expenditure. Also, whatever type of expenditure is involved, it will be grouped together in a manner which reflects the nature of the main component of expenditure and will only be divided up in cases where there are two or more major components with substantially different useful economic lives.

This option provides for a reduction in the borrowing need over approximately the asset's life.

The Use of the Council's Resources and the Investment Position

10. The application of resources (capital receipts, reserves etc) to either finance capital expenditure or other budget decisions to support the revenue budget will have an ongoing impact on investments unless resources are supplemented each year from new sources (asset sales etc). Table 3 details estimates of the year end investment balance and anticipated day to day cash flow balances. It should be noted that resources decline over time as capital expenditure is funded from internal resources.

Table 3: Expected Investment Position

Year End Resources £'000	2013/14 Revised	2014/15 Estimate	2015/16 Estimate	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate
Expected year-end balances	33,000	33,000	31,000	23,000	23,000	23,000
Expected Average Investments over the year	40,000	40,000	38,000	30,000	30,000	30,000

Prudential Indicators for External Debt**Authorised Limit for External Debt**

11. The authorised limit is the “affordable borrowing limit” required by section 3 (1) of the Local Government Act 2003 and represents the limit beyond which borrowing is prohibited. It shows the maximum amount the Council could afford to borrow to maximise treasury management opportunities and either cover temporary cash flow shortfalls or use for longer term capital investment.

Table 4: The Authorised Limit

£'000	2013/14 Estimate	2014/15 Estimate	2015/16 Estimate	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate
Authorised Limit	13,000	9,000	12,000	12,000	12,000	12,000

Operational Boundary for External Debt

12. The operational boundary is the expected borrowing position of the Council during the course of the year. The operational boundary is not a limit and actual borrowing can be either below or above the boundary subject to the authorised limit not being breached.

Table 5: The Operational Boundary

£'000	2013/14 Estimate	2014/15 Estimate	2015/16 Estimate	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate
Operational Boundary	4,000	4,000	9,000	9,000	9,000	9,000

Prudential Indicator for Prudence

13. The framework established by the CIPFA Prudential Code is designed to ensure that the objective of keeping external debt within sustainable, prudent limits is addressed each year.

Gross Borrowing and the Capital Financing Requirement

14. This is a key indicator of prudence. In order to ensure that over the medium term gross borrowing will only be for a capital purpose, the Council needs to ensure that debt does not, except in the short term, exceed the total capital financing requirement in the preceding year plus the estimates of any additional increases to the CFR for the current and following two financial years.

Table 6: CFR versus Gross External Debt

£'000	2013/14 Estimate	2014/15 Estimate	2015/16 Estimate	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate
Gross Borrowing at 1 April	0	0	0	0	0	0
Internal borrowing	0	0	0	0	0	0
Gross Borrowing at 31 March	0	0	0	0	0	0
Capital Financing Requirement						
Total CFR	(505)	(505)	3,841	5,341	4,741	4,141

15. The Executive Manager – Finance and Commercial reports that the Council complied with this prudential indicator in the current year and does not envisage difficulties for the future. This view takes into account current commitments, existing plans and the proposals in this budget report.

Prudential Indicators for Affordability

16. Affordability indicators provide details of the impact of capital investment plans on the Council's overall finances.

Actual and estimates of the ratio of net financing costs to net revenue stream

17. This indicator identifies the trend in net financing costs (borrowing costs less investment income) against net revenue income. The purpose of the indicator is to show how the proportion of net income used to pay for financing costs (a credit indicates interest earned rather than cost) is changing over time. The trend below is consistent with the fact that our investments will decline, as will the Council's net budget, but in the later years projected interest rate rises means the proportion of interest earned increases.

Table 7: Ratio of Financing Costs to Net Revenue Stream

	2013/14 Estimate	2014/15 Estimate	2015/16 Estimate	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate
General Fund	-2.31%	-2.37%	-2.25%	-1.83%	-3.87%	-4.28%

Incremental Impact of Capital Investment Decisions

18. This is an indicator of affordability that shows the incremental impact of capital investment decisions on Council Tax. The indicator identifies the revenue costs associated with the capital programme for a particular year. A minus figure is indicative of the assumed benefits from the Leisure Strategy and Accommodation changes. This changes to a positive figure in 2017/18 as the Council starts to pay for the cost of capital on this project.

Table 8: Capital Expenditure – Annual Impact on Council Tax

	2013/14 Estimate	2014/15 Estimate	2015/16 Estimate	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate
Impact on Council Tax – Band D	0.21	0.53	(3.27)	(8.36)	6.35	6.30

Treasury Management and Investment Strategy Statement 2014/15 to 2018/19

19. The CIPFA Code of Practice for Treasury Management in the Public Services (the “CIPFA Treasury Management Code”) and the CIPFA Prudential Code require local authorities to produce a Treasury Management Strategy Statement on an annual basis. This Strategy Statement includes those indicators that relate to the treasury management functions.
20. The CIPFA Treasury Management Code defines treasury management activities as:

“The management of the local authority’s investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.”

Statutory and Professional Requirements

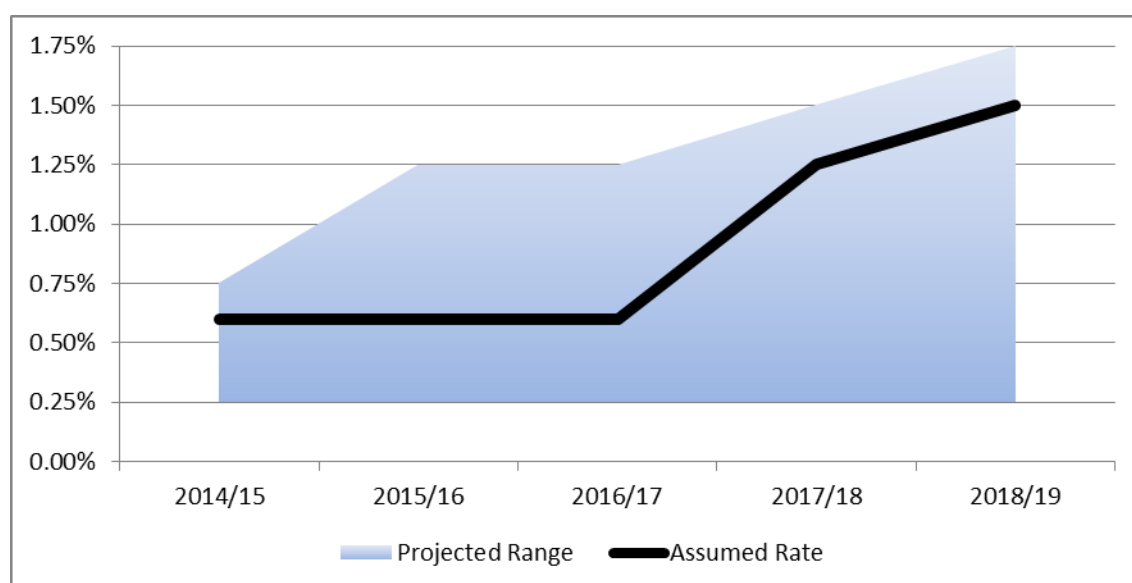
21. The above definition highlights that the treasury management service is an important part of the overall financial management of the Council’s affairs. The prudential indicators (paragraphs 1-18) consider the affordability and impact of capital expenditure decisions, and set out the Council’s overall capital framework. The treasury service considers the effective funding of these decisions. Together they form part of the process which ensures the Council meets its balanced budget requirement under the Local Government Finance Act 1992. Furthermore the Local Government Act 2003 (the Act) and supporting regulations requires the Council to ‘have regard to’ the Prudential Code and to set Prudential Indicators for the next three years to ensure that the Council’s capital investment plans are affordable, prudent and sustainable. The Council has gone beyond this requirement, so that Members are fully informed of the implications on the 5 year Medium Term Financial Strategy of its Capital Programme.

22. The Act therefore requires the Council to set out its treasury strategy for borrowing and to prepare an Annual Investment Strategy (as required by Investment Guidance issued subsequent to the Act, included from section 45); this sets out the Council's policies for managing its investments and for giving priority to the security and liquidity of those investments, and accords with the CIPFA Treasury Management Code of Practice 2011 ('the Code').
23. The primary requirements of the Code are as follows:
- a) Creation and maintenance of a Treasury Management Policy Statement which sets out the policies and objectives of the Council's treasury management activities.
 - b) Creation and maintenance of Treasury Management Practices which set out the manner in which the Council will seek to achieve those policies and objectives.
 - c) Receipt by the full council of an annual Treasury Management Strategy Statement – including the Annual Investment Strategy and Minimum Revenue Provision Policy – for the year ahead, a Mid- Year Review Report and an Annual Report (stewardship report) covering activities during the previous year.
 - d) Delegation by the Council of responsibilities for implementing and monitoring treasury management policies and practices and for the execution and administration of treasury management decisions.
 - e) Delegation by the Council of the role of scrutiny of the treasury strategy and policies to a specific named body. For this Council the delegated body is the Corporate Governance Group.
24. The suggested strategy for 2014/15 in respect of the following aspects of the treasury management function is based upon interest rate forecasts provided by the Council's treasury advisor, Arlingclose combined with our expected cashflow position.

The Current Economic Climate and Prospects for Interest Rates.

25. The Council is facing increasing difficulty in securing higher interest rates on its investments. Call account interest has reduced from 0.75% with Santander and Royal Bank of Scotland to 0.40% and 0.65% respectively which has had a significant impact on the returns. For example, future returns on investments with Santander have reduced from approximately £60,000 to £30,000 per annum.
26. There has also been a reduction in the rates on fixed term investments which will also have an impact on the interest earned. For example, the current rate for a 12 month investment with Barclays is 0.796% compared with the rate secured by the Council in August 2013 of 0.84%.
27. For any treasury decisions, whether to borrow or invest, the Council must pay due regard to both the economic climate and expectations going forward. The graph below shows that short-term rates are expected to remain low until 2016/17 and steadily rising thereafter. We have assumed rates in between the minimum and maximum expectation and consider a prudent prognosis. The Strategy has to be reactive to changing market conditions as such forecasts can quickly change and this could impact on future decision making.

Expected Movement in Interest Rates



28. Growth in the UK economy is expected to continue to strengthen but this is not expected to be reflected in interest rates as the Bank Rate is expected to remain at 0.5% for the next couple of years. The table below shows the assumed average interest rates that investments will be made at over the next five years for budget setting purposes.

Table 9: Budgetary Impact of Assumed Interest Rate Going Forward

%	2014/15 E s t i m a t e	2015/16 E s t i m a t e	2016/17 E s t i m a t e	2017/18 E s t i m a t e	2018/19 E s t i m a t e
Average Interest rate	0.60	0.60	0.60	1.25	1.50
Expected interest from investments	240,000	228,000	180,000	375,000	450,000
Other investment income	20,000	20,000	20,000	20,000	20,000
Total Interest	260,000	248,000	200,000	395,000	470,000

29. The credit risk with banking failures has diminished but regulatory changes have been proposed to move away from the bank 'bail-outs' seen in previous years to bank resolution regimes in which shareholders, bond holders and unsecured creditors which includes Local Authorities are 'bailed in' to assist with the recovery process. As such the management of this risk could be aided by more investment diversification with Building Societies. There are also proposals for EU regulatory reform to Money Market Funds which could result in these funds moving to variable net asset value and losing their credit ratings. Diversification of investments between creditworthy counterparties to mitigate 'bail-in' risk will become even more important with these developments.

External Debt and Investment Projections 2014/15 to 2018/19

Debt Projections

30. The borrowing requirement comprises the expected movement in the CFR and any maturing debt which will need to be refinanced. The following table shows the effect on the treasury position over the next five years. The expected maximum debt position each year represents the operational boundary indicator and so may be different from the year end position. Whilst we are not expected to externally borrow, this enables the Council to have the flexibility to borrow, if it is deemed appropriate.

Table 10: Debt Projections

£'000	2013/14 Estimate	2014/15 Estimate	2015/16 Estimate	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate
Debt at 1 April	0	0	0	0	0	0
Internal borrowing	0	0	0	0	0	0
Debt at 31 March	0	0	0	0	0	0
Operational Boundary	4,000	4,000	9,000	9,000	9,000	9,000

31. The capital programme assumes internal borrowing of:
- £4,346,000 in 2015/16
 - £1,500,000 in 2016/17
32. This additional borrowing relates to the development at the Arena site and office accommodation, which will result in a reduction in the level of investments which, in turn, will reduce the interest receivable from investments.
33. Subject to confirmation of the funding model for the Arena development, amounts of £600,000 are planned to be set aside in 2017/18 onwards which will be financed by the New Homes Bonus for the repayment of this debt in accordance with the statutory provisions as detailed in the MRP policy set out in section 9.

Investment projections

34. The following table highlights the expected change in investment balances

Table 11: Investment Projections

£'000	2013/14 Estimate	2014/15 Estimate	2015/16 Estimate	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate
Investments at 1 April	33,459	33,000	33,000	31,000	23,000	23,000
Expected change in investments	(459)	0	(2,000)	(8,000)	0	0
Investments at 31 March	33,000	33,000	31,000	23,000	23,000	23,000

Borrowing Strategy 2014/15 to 2018/19

35. As indicated in paragraph 7 above based on the initial funding model considered by Cabinet (which is still subject to final confirmation as part of any agreement to proceed with the development) the Council would internally borrow a total of £5.846m in 2015/16 and 2016/17 to finance the development at the Arena site and office accommodation. With short-term interest rates currently much lower than long-term rates, it is likely to be more cost effective in the short-term to use internal resources.
36. By doing this, the Council is able to reduce net borrowing costs and reduce overall treasury risk. The benefits of internal borrowing will be monitored regularly against the potential for incurring additional costs by deferring borrowing into future years when long-term borrowing rates are forecast to rise.
37. The approved sources of long-term and short-term borrowing are:
- Internal borrowing
 - Public Works Loan Board
 - Local authorities
 - Commercial banks
 - Money markets
 - Leasing

Treasury Management limits on activity

38. The purpose of these indicators is to contain the activity of the treasury function within certain limits and therefore reduce the risk of an adverse movement in interest rates impacting negatively on the Council's overall financial position. As suggested in the CIPFA Treasury Management Code, all investments (whether fixed or variable rate) with a period of less than twelve months to maturity are regarded as variable rather than fixed rate investments as they are potentially subject to movements in interest rates when they mature. Likewise, any fixed rate borrowing that is due to mature within twelve months is regarded as being at a variable rate as the rate to be paid on any replacement loan could differ from the rate currently being paid.

Upper Limits for Fixed and Variable Rate Exposure

39. These indicators allow the Council to manage the extent to which it is exposed to changes in interest rates.

Table 12: Interest Rate Exposure

%	2013/14 Estimate	2014/15 Estimate	2015/16 Estimate	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate
Fixed						
Upper Limit for Fixed Interest Rate Exposure on Debt	100	100	100	100	100	100
Upper Limit for Fixed Interest Rate Exposure on Investments over 1 year	25	25	25	25	25	25
Upper Limit for Fixed Interest Rate Exposure on Investments up to 1 year	100	100	100	100	100	100
Variable						
Upper Limit for Variable Interest Rate Exposure on Debt	100	100	100	100	100	100
Upper Limit for Variable Interest Rate Exposure on Investments	100	100	100	100	100	100

Maturity Structure of Fixed Rate Borrowing

40. This indicator highlights the existence of any large concentrations of fixed rate debt that will need to be replaced. It is designed to protect against excessive exposures to interest rate changes in any one period, with particular emphasis on the next ten years.

Table 13: Maturity structure of Fixed Rate Borrowing

%	Existing Level	Lower Limit	Upper Limit
Under 12 months	Nil Borrowing	0	100
12 months and within 24 months	Nil Borrowing	0	100
24 months and within 5 years	Nil Borrowing	0	100
5 years and within 10 years	Nil Borrowing	0	100
10 years and within 20 years	Nil Borrowing	0	100
20 years and within 30 years	Nil Borrowing	0	100

30 years and within 40 years	Nil Borrowing	0	100
40 years and within 50 years	Nil Borrowing	0	100
50 years and above	Nil Borrowing	0	100

Upper Limit for Total Principal Sums Invested over 1 year

41. This limit is intended to contain exposure to the possibility of any loss that may arise as a result of the Council having to seek early repayment of any investments made. If an investment has to be repaid before its natural maturity date due to cash flow requirements then, if market conditions are unfavourable, there could be an adverse impact upon the Council. As the level of overall investments declines so does the amount that would be expected to invest over 1 year

Table 14: Principal Sums Invested over 1 year

£'000	2013/14 Estimate	2014/15 Estimate	2015/16 Estimate	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate
Upper Limit for Total Principal Sums Invested over 1 year	12,900	8,250	7,750	5,750	5,750	5,750

Credit Risk

42. The Council considers security, liquidity and yield, in that order, when making investment decisions. Credit ratings remain an important element of assessing credit risk, but they are not a sole feature in the Authority's assessment of counterparty credit risk.
43. The Council also considers alternative assessments of credit strength such as information on corporate developments and market sentiment towards counterparties. The following key tools are used to assess credit risk:
- Published credit ratings of the financial institution (minimum A- or equivalent)
 - Sovereign support mechanisms
 - Credit default swaps (where quoted)
 - Share prices (where available)
 - Corporate development, news, articles, market sentiment and momentum
 - Subjective overlay
44. The only indicators with prescriptive values are credit ratings. The other indicators of credit worthiness are considered in relative rather than absolute terms.

Investment Strategy 2014/15 to 2018/19

45. Both the CIPFA Code and the CLG Guidance require the Council to invest its funds prudently, and to have regard to the security and liquidity of its investments before seeking the highest rate of return. The Council's objective when investing money is to strike an appropriate balance between risk and return, minimising the risk of incurring losses from defaults and the risk of receiving unsuitable low investment income.
46. The Council will ensure that:
 - It maintains a policy covering both the categories of investment types it will invest in, criteria for choosing investment counterparties with adequate security and monitoring of their security which is set out in the Specified and Non Specified investments sections below.
 -
 - It has sufficient liquidity in its investments. For this purpose it will set out procedures for determining the maximum periods for funds may prudently be committed. These procedures will also apply to the Council's prudential indicators covering the maximum principal sums invested.
47. The CIPFA Treasury Management Code recommends that organisations should clearly specify the minimum acceptable credit quality of its counterparties, however they should not rely on credit ratings alone and should recognise their limitations. Credit ratings should only be used as a starting point when considering credit risk and organisations should make their investment decisions based on all ratings issued by the main credit rating agencies.
48. Credit rating information is provided by Arlingclose on all active counterparties that comply with the criteria below. A counterparty list will be maintained from this information and any counterparty not meeting the criteria will be removed from the list.
49. Should a body be removed from the Council's counterparty list then any extant investment will normally be retained until the earliest date under the agreement upon which it can be reclaimed. During such a period no further investments will be made with the counterparty.

Current investments

50. Surplus funds are invested based on the most up to date forecasts of interest rates and in accordance with the Council's cash flow requirements in order to gain the maximum benefit from the Council's cash position throughout the year. Funds are separated between specified and non-specified investments as detailed below.

Specified investments

51. The CLG guidance defines specified investments as those:
 - Denominated in pound sterling,
 - Due to be repaid within 12 months of arrangements,
 - Not defined as capital expenditure by legislation, and
 - Invested with one of:
 - The UK Government

- A UK local authority, parish council, or community council, or
- A body or investment scheme of “high credit quality”

52. The Council defines “high credit quality” organisations as those having a credit rating of A- or higher that are domiciled in the UK or a foreign country with a sovereign rating of AA- or higher. For money market funds and other pooled funds “high credit quality” is defined as those having a credit rating of A- or higher.

Non-specified investments

53. Any investment not meeting the definition of a specified investment is classed as non-specified. The Council does not intend to make any investments denominated in foreign currencies, nor any that are defined as capital expenditure by legislation, such as company shares. Non-specified investments will therefore be limited to long-term investments, i.e. those that are due to mature 12 months or longer from the date of arrangement, and investments with bodies and scheme not meeting the definition on high credit quality.

54. The Council may invest its surplus funds with the counterparties detailed in the following table:

Table 15: Counterparty Details

	Rating body (Fitch or equivalent)	Money Limit (maximum)	Time Limit (up to)	Specified	Non-specified
UK domiciled Banks and Building Societies	A-	£10m	2 years	Y	Y
Non-UK domiciled Banks	AA-	£5m	1 year	Y	N
Council’s own banker	N/A	£1m	overnight	Y	N
UK Central Government	Government Secure		overnight	Y	N
UK Local Authorities	Highly Secure Not Rated	£5m	5 years	Y	N
UK Registered Providers of Social Housing	A-	£5m	1 year	Y	N
Money Market Funds and other pooled funds	Likely to lose credit ratings (para. 29)	£5m	overnight	Y	Y
Funding Circle	N/A	£0.5m	5 years	N	Y
CCLA Property Fund	N/A	£1.0m	5 years	N	Y

55. A group limit of £12m will apply to counterparties that are subsidiaries of larger banking groups.

56. Although the above table details the Counterparties that the Council could invest funds with it would not invest funds with Counterparties against the advice of Arlingclose even if they met the criteria above.
57. Following the reduction in the interest rate from 0.75% to 0.40% on the Santander Call Account the Council is planning further diversify with Svenska Handelsbanken. The limit of investment is a maximum of £5 million in a call account with at a rate of 0.65%. This is within the approved limits provided by Arlingclose. Also highlighted in Table 15 is diversification with the CCLA Property Fund and Funding Circle (the latter to also help facilitate business growth).
58. Any infringement of the above limits can be authorised by the Section 151 Officer or the Deputy Section 151 Officer, and will be reported retrospectively to the Corporate Governance Group. This is to cover exceptional circumstances so that instant decisions can be made in an environment which is both fluid and subject to high risk.

Treasury Management Advisors

59. The Council uses Arlingclose as its treasury management advisors. The company provides a range of services which include:
 - Technical support on treasury matters and capital finance issues
 - Economic and interest rate analysis
 - Generic investment advice on interest rates, timing and investment instruments; and
 - Credit ratings/market information service comprising the three main credit rating agencies.
60. Whilst the treasury management advisors provide support to the internal treasury function, the current market rules and the CIPFA Treasury Management Code confirms that the final decision on treasury management matters rests with the Council. The service provided by the Council's treasury management advisors is subject to regular review.

Member and Officer Training

61. The increased Member consideration of treasury management matters, and the need to ensure that officers dealing with treasury management are trained and kept up to date, requires a suitable training process for members and officers. The Council will address this important issue by:
 - Periodically facilitating workshops for members on finance issues;
 - Interim reporting and advising members of Treasury issues via CGG;
 - Identifying officer training needs on treasury management related issues through the Performance Development and Review appraisal process;
 - Officer attendance at training events, seminars and workshops; and
 - Support from the Council's treasury management advisors.

APPENDIX 6

<u>Use of Earmarked Reserves in 2014/15</u>	Projected Opening Balance	Projected Income	Projected Expenditure	Net Change in Year	Projected Closing Balance
	£'000	£'000	£'000	£'000	£'000
Investment Reserves					
Regeneration and Community Projects	2,096	50	(551) 1	(501)	1,595
Cotgrave Regeneration Project	175	75	(50) 2	25	200
Council Assets and Service Delivery	684		(684) 3	(684)	0
Local Area Agreement	120			0	120
New Homes Bonus	1,569	1,474	(1,133) 4	341	1,910
Invest to Save	661		(661) 5	(661)	0
Corporate Reserves					
Organisational Stabilisation	2,176		(300) 6	(300)	1,876
Organisational Stabilisation			(11) 7	(11)	(11)
Risk and Insurance	100			0	100
Planning Appeals	349			0	349
Elections	200			0	200
Operating Reserves					
Planning	203			0	203
Leisure Centre Maintenance	180			0	180
Lottery	55			0	55
Planned Maintenance	100	30	(30) 8	0	100
	8,668	1,629	(3,420)	(1,791)	6,877

Shaded cells = net revenue impact of reserves

1. £501,000 Office Accommodation Capital, £50,000 Play Areas Special Expense Capital
2. £50,000 Cotgrave Precinct Capital
3. £684,000 Office Accommodation capital
4. £758,000 Support for Registered Housing Providers Capital, £375,000 A453 capital

5. £661,000 Office Accommodation Capital
6. £300,000 to support the Revenue budget
7. £11,000 to support the Transformation Strategy
8. £30,000 The Point Capital

**Rushcliffe Borough Council
Pay Policy Statement 2014/15**

1. Introduction

- 1.1 This Statement sets out the Council's policies in relation to the pay of its workforce, particularly its Senior Officers, in line with Section 38 of the Localism Act 2011. The Statement is approved by full Council each year and published on the Council's website demonstrating an open and transparent approach to pay policy.
- 1.2 This Statement draws together the Council's policies relating to the payment of the workforce particularly:
- Senior Officers
 - its lowest paid employees; and
 - the relationship between the pay of Senior Officers and the pay of other employees
- 1.3 For the purposes of this statement 'pay' includes basic salary, pension and all other allowances arising from employment.

2. Objectives of this Statement

- 2.1 This Statement sets out the Council's key policy principles in relation to pay evidencing a transparent and open process. It does not supersede the responsibilities and duties placed on the Council in its role as an employer and under employment law. These responsibilities and duties have been considered when formulating the Statement.
- 2.2 This Statement aims to ensure the Council's approach to pay attracts and retains a high performing workforce whilst ensuring value for money. It sits alongside the information on pay that the Council already publishes as part of its responsibilities under the Code of Practice for Local Authorities on Data Transparency. Further details of this information can be found on the Council's website at the following address:
<http://www.rushcliffe.gov.uk/councilanddemocracy/aboutthecouncil/seniorofficers/roleandremuneration/>

3. Senior Officers

- 3.1 For the purposes of this Statement Senior Officers are defined as those posts with a salary above £58,200 which is the current Senior Civil Service minimum pay band. This definition is in line with the Code of Recommended Practice for Local Authorities on Data Transparency published in September 2011. Senior Officers within Rushcliffe currently consists of 6 posts out of a current establishment of 344. The posts are as follows:-
- Chief Executive
 - Executive Manager – Finance and Commercial (Section 151 Officer)

- Executive Manager - Operations and Corporate Governance (Monitoring Officer)
- Executive Manager - Transformation
- Executive Manager - Neighbourhoods
- Executive Manager - Communities

3.2 For the year 2013/14 there were three posts that were made redundant from the Management restructure that was reported to Council in September 2012. These posts were as follows:-

- Deputy Chief Executive
- Head of Planning and Place Shaping
- Head of Revenues and ICT Services

4 The Policies

4.1 The Council consults when setting pay for all employees. The Council will meet or reimburse authorised travel, accommodation and subsistence costs for attendance at approved business meetings and training events. The Council does not regard such costs as remuneration but as non-pay operational costs.

5. Pay of the Council's Lowest Paid Employees

5.1 The total number of Council employees is presently 344. The Council has defined its lowest paid employees by taking the average salary of five permanent staff (employed on a part-time basis) on the lowest pay grade the Council operates, who are not undergoing an apprenticeship. On this basis the lowest paid full-time equivalent employee of the Council earned £12,264 in 2013/14 which continues to be above the minimum wage.

6. Pay Relationships

6.1 The Localism Act 2011 requires the Council to set out its policy relating to the relationship between the pay of its Senior Officers and the pay of the rest of its employees. This relationship is demonstrated by the Council's grading structure and the information is available from the Council's Website.

6.2 The Council does not explicitly set the pay of any individual or group of posts by reference to a pay multiple. The Council feels that pay multiples cannot capture the complexity of a dynamic and highly varied workforce in terms of job content, skills and experience required. In simple terms, the Council sets different levels of basic pay to reflect differences in levels of responsibility. Additionally the highest paid employee of the Council's salary does not exceed 10 times that of the lowest paid group of employees.

6.3 The Head of paid service, or his delegated representative, will give due regard to the published Pay Policy Statement before the appointment of any Officers. Full Council will have the opportunity to discuss any appointment exceeding £100,000 before an offer of appointment is made, in line with the Council's Officer Employment procedure rules within Part 4 of the Council's Constitution.

Appendix to the Pay Policy Policies on other aspects of pay

Process for setting the pay of Senior Officers

The pay of the Chief Executive is based on an agreed pay scale which is agreed by Council prior to appointment. Changes to this are determined by the Leader, Deputy Leader and Leader of the Opposition, who are advised by an agreed external professional and the Monitoring Officer.

The pay of all Officers including Senior Officers is determined by levels of responsibility, job content and the skills and experience required. Consideration is also given to benchmarking against other similar roles, market forces and the challenges facing the authority at that time and to maximise efficiency. The pay of these posts is determined through the Chief Executive, or his nominated representative, in consultation with the Strategic Human Resources Manager and in line with the Council's pay scales and its agreed scheme of delegation.

The Council moved away from the national conditions of service in 1990 and pay scales are set locally.

As with all employees, the Council would look to appoint on the lowest point of the scale to secure the best candidate. However, there are factors that could influence the rate offered to an individual, including the relevant experience of the candidate, their current rate of pay and market forces.

All Senior Officers are expected to devote the whole of their service to the Authority and are excluded from taking up additional business, ad hoc services or additional appointments without consent as set out in the Council's code of conduct.

Terms and Conditions – All Employees

All employees are governed by the local terms and conditions as set out in the Employee handbook.

Local Government Pension Scheme

All employees may join the Local Government Pension Scheme. The Scheme is a statutory scheme with contributions from employees and from employers. For more comprehensive details of the local government pension scheme see: <http://www.lgps.org.uk/>

Neither the Scheme nor the Council adopt different policies with regard to benefits for any category of employee and the same terms apply to all staff. It is not normal Council policy to enhance retirement benefits but there is flexibility contained within the policy for enhancement of benefits and the Council will consider each case on its merits.

Car Allowances

The Council pays car allowances in accordance with the National Joint Council scales for staff. These rates can be found on the Council's website. The car

allowances and mileage rates are reviewed in line with the publication of the nationally agreed scales.

Senior Officers are paid a mileage rate in accordance with HMRC recommended rates.

Pay Increments

Where applicable pay increments for all employees are paid on an annual basis until the maximum of the scale is reached. The Chief Executive, or his nominated representative, has the discretion to award and remove increments of officers' dependant on satisfactory or unsatisfactory performance.

Relocation Allowance

Where it is necessary for a newly appointed employee to relocate to take up appointment, the Council may make a contribution towards relocation expenses. The same policy applies to Senior Officers and other employees. Payment will be made against a range of allowable costs for items necessarily incurred in selling and buying a property and moving into the area. The costs include estate agents fees, legal fees, stamp duty, storage and removal costs, carpeting and curtains, short term rental etc. The Council will pay 80% of some costs and 100% of others or make a fixed sum available. If an employee leaves within two years of first employment, they may be required to reimburse a proportion of any relocation expenses.

Professional fees

The Council currently meets the cost of professional fees and subscriptions for employees where it is a requirement of their employment or their contract. Only one professional fee or subscription is paid.

Returning Officer Payments

In accordance with the national agreement the Chief Executive is entitled to receive and retain the personal fees arising from performing the duties of returning officer, acting returning officer, deputy returning officer or deputy acting return officer and similar positions which he or she performs subject to the payment of pension contributions thereon, where appropriate.

Fees for returning officer and other electoral duties are identified and paid separately for local government elections, elections to the UK Parliament and EU Parliament and other electoral processes such as referenda. As these relate to performance and delivery of specific elections duties they are distinct from the process for the determination of pay for Senior Officers.

Managing Organisational Change Policy

The original Managing Organisation Change Policy was agreed by Council in March 2007 (revised 2010). The Council's policy on the payment of redundancy payments is set out in this policy. The redundancy payment is based on the length of continuous local government service which is used to determine a multiplier which is then applied to actual pay.

The policy provides discretion to enhance the redundancy and pension contribution of the individual and each case would be considered taking into account individual circumstances. Copies of the policy are available on the Council's website.

Payments on termination

The Council does not provide any further payment to employees leaving the Council's employment other than in respect of accrued leave which by agreement is untaken at the date of leaving or payments that are agreed or negotiated in line with current employment law practices.

Publication of information relating to remuneration of Senior Officers

The Pay Policy Statement will be published annually on the Council's website following its approval by full Council each year.

Capital Appraisals

Project Name: Cotgrave Town Centre Regeneration		Cost Centre: 0348	Ref: 1
Detailed Description: Provision of £300,000 in 2015/16 is provisionally earmarked as a contribution for the development of a Customer Service Point in Cotgrave as part of the creation of a multi-service centre. It is hoped that this centre will facilitate partnership working with Nottinghamshire County Council, GPs, NHS, the Police and RBC. It is a key part of the wider regeneration scheme planned for Cotgrave and linked to the housing growth in the town.			
Location: Cotgrave		Executive Manager: Transformation & Innovation	
Contribution to the Council's aims and objectives: Corporate Theme: Transforming the Council to enable the delivery of efficient high quality services. Supporting economic growth. Strategic Task: Develop the use of technology to improve customer access and reduce costs by working in partnership to share staff, applications and best practice. Delivery of regeneration of Cotgrave town centre			
Community Outcomes: Residents are able to access Council services and information at convenient locations. Supports the regeneration of Cotgrave town centre.			
Other Options Rejected and Why: Failure to provide investment to develop strategic remote Customer Contact Centres will not satisfy the Council's aim to improve access to its services or to be able to work collaboratively to improve service delivery.			
Risk Rating High (H)/Medium (M)/ Low (L): H			
Start Date: April 2015		Completion Date: March 2016	
Capital Cost (Total) :	Year 1: 14/15	Year 2: 15/16	
£300,000	£0	£300,000	
Capital Cost (Breakdown):			
Works	Equipment	Other £300,000	Fees
Revenue cost per annum:	Year 1: 14/15 £0	Year 2: 15/16 to be determined	
Proposed Funding			
External: N/A		Internal: Capital Receipts	
Useful Economic Life (years): to be determined		New/Replacement: New	
Depreciation per annum: to be determined		Capital Financing Costs: £2,280	
Residual Value: N/A		Category of Asset: to be determined potentially operational land and buildings	

Project Name: Bingham Market Place Improvements		Cost Centre: 0379	Ref: 2
Detailed Description: A number of trees on the Market Place are either in poor condition or are causing extensive disruption to the paved surfaces giving rise to safety issues. It is proposed that the defective trees are removed and replaced; replacement planting to follow a more considered layout. In addition, a root barrier system is to be introduced around those highly disruptive trees which are to be retained to help minimise further disruption. Following completion of the tree works, it is proposed to take up and relay disturbed areas of paving to follow existing pattern.			
Location: Bingham		Executive Manager: Transformation & Innovation	
Contribution to the Council's aims and objectives: Corporate Theme: Transforming the Council to enable the delivery of efficient high quality services. Strategic Task: Property owned by the Council is utilised to its full potential.			
Community Outcomes: The proposed works will enhance the appearance of the market place and improve safety in use.			
Other Options Rejected and Why: For some time, disturbances to the paving have been countered on a reactive basis, but as the trees become more established, the disruption is becoming more frequent/extensive, costly to maintain and has given rise to a number of third party insurance claims. From a public/user safety/perception point of view and to minimise revenue expenditure going forward; it makes sense to adopt the more substantive scheme proposed.			
Risk Rating High (H)/Medium (M)/ Low (L): L			
Start Date: April 2014		Completion Date: March 2015	
Capital Cost (Total) :	Year 1: 14/15	Year 2: 15/16	
£60,000	£60,000		
Capital Cost (Breakdown) £:			
Works £52,000	Equipment	Other	Fees £8,000
Revenue cost per annum:	Year 1: 14/15 £0	Year 2: 15/16 £0	
Proposed Funding			
External:		Internal: Capital Receipts	
Useful Economic Life (years): 5		New/Replacement: Replacement	
Depreciation per annum: £12,000		Capital Financing Costs: £460	
Residual Value: N/A		Category of Asset: Infrastructure	

Project Name: Bridgford Hall Refurbishment		Cost Centre: 0382		Ref: 3	
Detailed Description: Bridgford Hall is a Grade II listed building, owned by the Borough Council. It has been leased to NCC who have now vacated but wish to return in Jan 2016 to operate the registry office from the building. The council is currently looking for another tenant to take the remaining space. A range of options are currently under consideration to ensure that the enhancement of this asset complements any resultant occupation to secure future income streams from this Investment Property. The Council also has an obligation to ensure the building is appropriately maintained as a Grade II listed property. There are negotiations currently underway with Nottinghamshire County Council for their contribution to the dilapidations.					
Location: West Bridgford Town Centre			Executive Manager: Transformation & Innovation		
Contribution to the Council's aims and objectives: Corporate Theme: Transforming the Council to enable the delivery of efficient high quality services. Strategic Task: Examine the future viability of all Council owned property to maximise the potential of the Council's property portfolio.					
Community Outcomes: 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.					
Other Options Rejected and Why: The option of not carrying out any works will result in this asset falling into serious disrepair, thus making the asset uninhabitable for occupation and unable to generate an income stream. Dilapidations sum currently being negotiated with NCC					
Risk Rating High (H)/Medium (M)/ Low (L): H					
Start Date: April 2014			Completion Date: March 2015		
Capital Cost (Total) :		Year 1: 14/15	Year 2: 15/16		
£650,000		£650,000			
Capital Cost (Breakdown) :					
Works £565,000		Equipment £0		Other £0	
				Fees £85,000	
Revenue cost per annum:		Year 1: 14/15 £0		Year 2: 15/16 to be determined	
Proposed Funding					
External: Contribution Nottinghamshire County Council £150,000			Internal: Capital Receipts £500,000		
Useful Economic Life (years): 25			New/Replacement: Replacement		
Depreciation per annum: £26,000			Capital Financing Costs: £4,940		
Residual Value: N/A			Category of Asset: Investment Property		

Project Name: Footpath Enhancement		Cost Centre: 0943		Ref: 4	
Detailed Description: The Council has ownership of, and is responsible for maintaining, an extensive network of footpaths and paved areas within the borough; a number of these assets were retained following the Large Scale Voluntary Transfer (LSVT) of housing stock in 2003. Maintenance of these assets is an on-going activity and, to achieve best value, works are packaged for procurement.					
Location: Various			Executive Manager: Transformation & Innovation		
Contribution to the Council's aims and objectives: Corporate Theme: Transforming the Council to enable the delivery of efficient high quality services. Strategic Task: Examine the future viability of all Council owned property to maximise the potential of the Council's property portfolio.					
Community Outcomes: Council owned assets are maintained in a safe and useable condition.					
Other Options Rejected and Why: The option not to undertake the works was rejected as this would not maintain the Council's assets which could lead to insurance claims and action against the Council.					
Risk Rating High (H)/Medium (M)/ Low (L): L					
Start Date: On-going			Completion Date:		
Capital Cost (Total) :		Year 1: 14/15	Year 2: 15/16	Year 3: 16/17	
£50,000 (2 years)		£25,000	£25,000	£25,000	
Capital Cost (Breakdown)					
Works £22,300		Equipment £0		Other £0	
				Fees £2,700	
Revenue cost per annum:		Year 1: 14/15 £0		Year 2: 15/16 £0	
Proposed Funding					
External:			Internal: Capital Receipts		
Useful Economic Life (years): 15			New/Replacement: Replacement		
Depreciation per annum: £1,670 p.a.			Capital Financing Costs: £190 p.a.		
Residual Value: N/A			Category of Asset: Infrastructure		

Project Name: Cotgrave Precinct Works		Cost Centre: 0378	Ref: 5
Detailed Description: Essential remedial works to the building fabric to maintain integrity of the structure and safety in use. Works to include concrete repairs to external stairs; handrail repairs to stairs and balcony walkways; waterproofing repairs to balcony walkways; localised repairs to masonry and remedial works to rainwater goods.			
Location: Cotgrave		Executive Manager: Transformation & Innovation	
Contribution to the Council's aims and objectives: Corporate Theme: Supporting economic growth to ensure a sustainable, prosperous and thriving local economy. Corporate Theme: Transforming the Council to enable the delivery of efficient high quality services. Strategic Task: Support the regeneration of Cotgrave including a vibrant Town Centre. Strategic Task: Property owned by the Council is utilised to its full potential.			
Community Outcomes: Quality of life for residents is improved through increased local employment opportunities, an enhanced local environment and excellent local shopping and social facilities.			
Other Options Rejected and Why: Not carrying out these essential works is not an option as, being the landlord; the Council has repairing obligations and a duty of care to keep the common parts and general fabric in good, safe order.			
Risk Rating High (H)/Medium (M)/ Low (L): M			
Start Date: April 2014		Completion Date: March 2015	
Capital Cost (Total) :	Year 1: 14/15	Year 2: 15/16	
£50,000	£50,000		
Capital Cost (Breakdown) £:			
Works £45,000	Equipment	Other	Fees £5,000
Revenue cost per annum:	Year 1: 14/15 £0	Year 2: 15/16 £0	
Proposed Funding			
External:		Internal: Retained profits from Cotgrave Precinct made available for re-investment	
Useful Economic Life (years): 5		New/Replacement: Replacement	
Depreciation per annum: £10,000		Capital Financing Costs: £380	
Residual Value: N/A		Category of Asset: Operational Land and Buildings (Economic Regeneration)	

Project Name: The Point Roof Enhancements		Cost Centre: 0377	Ref: 6
Detailed Description: This is a key investment property and the Council has repairing obligations in respect of the main structure/fabric. Enhancement work this year will address problems associated with water ingress which have been on-going which, if left unchecked, are very likely to give rise to further ingress. A warranty is in place for the roof and work will be undertaken to recover applicable costs from this source. However it is important that the action be undertaken to address the issues identified and this scheme will enable a wholesale warranted upgrading of the waterproof covering which will protect the building for 20+ years. Work will be carried out as quickly as practicable. A detailed specification is being drawn up and there is a potential for total costs to rise in the event that further defects are discovered. This property provides a healthy return on investment for the Council through its income stream and should be maintained to a high standard.			
Location: West Bridgford		Executive Manager: Transformation & Innovation	
Contribution to the Council's aims and objectives: Corporate Theme: Transforming the Council to enable the delivery of efficient high quality services. Strategic Task: Examine the future viability of all Council owned property to maximise the potential of the Council's property portfolio.			
Community Outcomes: 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. Community Outcomes: The Borough is a more prosperous area with improved employment opportunities and thriving local businesses.			
Other Options Rejected and Why: The option to continue dealing with ingress events on a reactive basis is not favoured for a number of reasons, the most significant of which are: <ul style="list-style-type: none"> • inevitable disruption to tenants which is at odds with their lease terms. • degradation of the building fabric and reduced energy performance. • relatively high cost of this approach over time. 			
Risk Rating High (H)/Medium (M)/ Low (L): M			
Start Date: April 2014		Completion Date: March 2015	
Capital Cost (Total) :	Year 1: 14/15	Year 2: 15/16	
£80,000 (2 years)	£50,000	£30,000	
Capital Cost (Breakdown) £:			
Works £70,000	Equipment	Other	Fees £10,000
Revenue cost per annum:	Year 1: 14/15	Year 2: 15/16	
Proposed Funding			
External:		Internal: Retained profits from The Point made available for re-investment (£30,000 p.a.). The balance from Capital Receipts	
Useful Economic Life (years): 10		New/Replacement: Replacement	
Depreciation per annum: N/A		Capital Financing Costs: £610	
Residual Value: N/A	Replaces Fleet No:	Category of Asset: Investment Property	

Project Name: Wheeled Bins		Cost Centre: 0310		Ref: 7	
Detailed Description: This funding is used to facilitate the provision and replacement programme for domestic wheeled bins for all residents across the borough. All wheeled bins are fixed assets which have a finite lifespan and it is important that the Council maintains a programme which also deals with bins that become defective through accidental damage or loss. Looking into the future, work will commence in 2014/15 to explore the opportunity to charge developers for the cost of providing wheeled bins for residual waste on new developments. If this is a feasible option, a revised programme will be put forward for future years.					
Location: Central Works Depot/Borough			Executive Manager: Neighbourhoods		
Contribution to the Council's aims and objectives: Corporate Theme: Transforming the Council to enable the delivery of efficient high quality services. Strategic Task: Examine the future viability of all Council owned property including equipment.					
Community Outcomes: Residents of the Borough continue to receive the council services they require. Residents provided with wheeled bins that are in good repair and condition resulting in high standards of customer satisfaction. Compliance with health and safety legislation as it is important that operatives do not empty bins that are damaged or defective.					
Other Options Rejected and Why: Failure to invest in new wheeled bins could give rise to health and safety issues for residents and staff. Customer satisfaction may be affected giving rise to additional complaints to the Council.					
Risk Rating High (H)/Medium (M)/ Low (L): L					
Start Date: Ongoing			Completion Date: Ongoing		
Capital Cost (Total) :		Year 1: 14/15	Year 2: 15/16	Year 3: 16/17	
£120,000 (2 years)		£60,000	£60,000	£60,000	
Capital Cost (Breakdown)					
Works £0		Equipment £120,000		Other £0	
Fees £0					
Revenue cost per annum:		Year 1: 14/15		Year 2: 15/16	
		£0		£0	
Proposed Funding					
External: N/A			Internal: Capital Receipts		
Useful Economic Life (years): 10			New/Replacement: New/Replacement		
Depreciation per annum: £6,000 p.a.			Capital Financing Costs: £460 p.a.		
Residual Value: N/A			Category of Asset: Equipment		

Project Name: Vehicle Replacement	Cost Centre: 0680	Ref: 8
<p>Detailed Description: The authority owns vehicles ranging from large refuse freighters to small vans and items of mechanical plant such as mowers, shredders, graffiti machine etc. As these vehicles and plant age and become uneconomic to maintain and run, they are replaced on a new for old basis. Although there is a programme for replacements for the next ten years, each vehicle or machine is assessed annually and the programme continually adjusted to take into account actual performance. This provision will be used to acquire new vehicles and plant, undertake refurbishments to extend vehicle life and value and to purchase second hand vehicles and plant as and when appropriate.</p> <p>For 2014/15 onwards the programme has been significantly revised to take into account the creation of the Streetwise Social Enterprise Company which is planned to go live in 2014 and which will take on the ownership and replacement of the existing streetwise fleet of equipment and vehicles.</p>		
Location: Central Works Depot	Executive Manager: Neighbourhoods	
<p>Contribution to the Council's aims and objectives: Corporate Theme: Transforming the Council to enable the delivery of efficient high quality services. Strategic Task: Examine the future viability of all Council owned property including vehicles and plant to maximise the potential of the Council's portfolio. To work in close alignment with the Council's Transformation Programme in order to deliver services more efficiently.</p> <p>To reduce waste and increasingly reuse and recycle to protect the environment for the future.</p> <p>The replacement of vehicles is critical to the performance of the front line services. Regular vehicle and plant replacement with new updated engines helps to meet climate change and national indicator targets for emissions and helps maintain a cleaner air quality within the Borough.</p>		
<p>Community Outcomes: Property owned by the Council is utilised to its full potential. The introduction of new euro standard engines will lower emissions. The new vehicles will also reduce maintenance costs on the vehicles they replace however it should be noted that the remainder of the fleet ages and therefore the fleet profile and maintenance costs overall remain stable.</p>		

Other Options Rejected and Why:

In 2004 the authority considered the leasing and hiring in of vehicles. The conclusion was that it was uneconomic to do either of the two options. There are also distinct advantages in direct purchase:-

- a) The authority has control over the maintenance of the vehicles.
- b) It is difficult to change the terms and conditions of a lease.
- c) High performing vehicles can have their lifespan lengthened.
- d) Poor performing vehicles can have their lifespan shortened.

Not being tied in to lengthy lease/hire contracts means the service can react and adapt to change quickly.

The Council now actively looks at the possible purchase of 2nd hand vehicles and will refurbish vehicles to extend their life and value.

Risk Rating High (H)/Medium (M)/ Low (L): L

Start Date: Ongoing

Completion Date:

Capital Cost (Total) :

Year 1: 14/15

Year 2: 15/16

Year 3: 16/17

£844,000 (2 years)

£300,000

£544,000

£990,000

Capital Cost (Breakdown)

Works

Equipment

Other

Fees

£0

£844,000

£0

£0

Revenue cost per annum :

Year 1: 14/15 £0

Year 2: 15/16 £0

As each vehicle replaces an existing vehicle there is no increase in the running costs the fleet profile remains constant, service budgets remain the same.

Proposed Funding:

External: N/A

Internal: Capital Receipts

Useful Economic Life (years):

Various

New/Replacements: New and Replacements

Depreciation per annum: Various

Capital Financing Costs: £6,415

Residual Value: Various

Replaces Fleet No:
Various

Category of Asset: Vehicle and Plant

Project Name: Play Areas (Special Expense)		Cost Centre: 0664	Ref: 9
Detailed Description: A site condition survey has been undertaken during January 2014, which supplements Zurich advisory safety inspections to identify the following projects: In 2014/15, the focus will be on undertaking re-surfacing, replacement of damaged equipment and renovation of existing teen shelters works at various sites. Further details of site by site works are available if required. In 2015/16 the focus will be on undertaking replacement of damaged equipment at various sites and provision of minor enhancements to existing play sites such as Boundary Road cycle ramps. Further details of site by site works are available if required.			
Location: Rushcliffe – West Bridgford area		Executive Manager: Communities	
Contribution to the Council's aims and objectives: Corporate Theme: Maintaining and enhancing our residents' quality of life. Strategic Task: a) Facilitate activities for Children and Young People to enable them to reach their potential. b) Activate the Leisure Strategy to best provide leisure facilities and activities			
Community Outcomes: Rushcliffe residents continue to be able to access a wide range of leisure facilities and activities helping them to maintain healthy and active lifestyles. Young people living in the Borough are healthy, active, confident, and engaged in the communities they live in.			
Other Options Rejected and Why: Doing nothing would result in further deterioration and thereby, reduction of good quality play facilities in the Borough adversely affecting the reputation of RBC and ultimately leading to potential Health and Safety problems.			
Risk Rating High (H)/Medium (M)/ Low (L): L			
Start Date: On-going		Completion Date:	
Capital Cost (Total) :	Year 1: 14/15	Year 2: 15/16	
£100,000 (2years)	£50,000	£50,000	
Capital Cost (Breakdown)			
Works £40,000 p.a. (estimate)	Equipment £10,000 p.a. (estimate)	Other	Fees £0
Revenue cost per annum:	Year 1: 14/15 £0		Year 2: 15/16 £0
Proposed Funding			
External: N/A		Internal: Regeneration and Community Projects Reserve (Special Expense)	
Useful Economic Life (years): 15		New/Replacement: Replacement	
Depreciation per annum: £3,330 p.a.		Capital Financing Costs: £380 p.a.	
Residual Value: Various		Category of Asset: Equipment/Infrastructure	

Project Name: Information Systems Strategy		Cost Centre: 0596	Ref: 10
Detailed Description: On 16 October 2012, Cabinet adopted a new ICT Strategy to run from 2012-2016. The new strategy embraces the wider ICT partnership established in July 2011 between Rushcliffe Borough Council, Broxtowe Borough Council and Newark and Sherwood District Council. A Technical Delivery Plan has been produced to support the ICT Strategy.			
Location: Civic Centre		Executive Manager: Corporate Governance	
Contribution to the Council's aims and objectives: Corporate Theme: Transforming the Council to enable the delivery of efficient high quality services. Strategic Task: Develop the use of technology to improve customer access and reduce costs.			
Community Outcomes: Residents are able to readily access Council services and information from any location and at a time by using a method that suits them. The ICT Strategy is closely aligned to the Council's "Four Year Plan" reviews and ICT will be instrumental in delivering the outcomes identified during these reviews. The Strategy will deliver: <ul style="list-style-type: none"> • the implementation of tools to improve integration between front and back office systems • IT solutions offering a wider choice of access channels that support improved standards of service for customers i.e. customer self-serve portals at RCCC • an improved ICT infrastructure that will deliver cost savings and reductions in energy usage • improved information and support for Members through electronic channels • efficiency savings, alignment of policies and technologies and a more resilient service through working in partnership with other authorities • an agile approach in order to be responsive to emerging technologies • a secure environment for customers data 			
Other Options Rejected and Why: Every project is the subject of a business case to be presented to, and approved by, the corporate ICT Projects Commissioning Group (EMT) in order to ensure that the most appropriate IT solution is chosen, having due regard to the alignment of technologies across the partnership and value for money. The option of no doing so would lead to out dated or incompatible technology which would result in lower performance, higher maintenance costs and hinder the drive for greater efficiencies.			
Risk Rating High (H)/Medium (M)/ Low (L): M			
Start Date: April 2013		Completion Date: Ongoing	
Capital Cost (Total) :	Year 1: 14/15	Year 2: 15/16	Year 3: 16/17
£290,000 (2 years)	£220,000	£70,000	£70,000
Capital Cost (Breakdown):			
Works	Equipment	Other £267,500	Fees £22,500

Revenue cost per annum:	Year 1: 14/15 £30,000	Year 2: 14/15 £0
Proposed Funding		
External: N/A	Internal: Capital Receipts	
Useful Economic Life (years): To be determined	New/Replacement: New and Replacement	
Depreciation per annum: To be determined	Capital Financing Costs: £2,200	
Residual Value: N/A	Category of Asset: Intangible Assets and Equipment	

Project Name: Leisure Strategy and Office Accommodation	Cost Centre: 0415	Ref: 11
<p>Detailed Description: This ambitious project will consolidate existing leisure facilities within West Bridgford on the Rushcliffe Arena Site. The project will also include extensive works to support the re-location of the Civic Centre to the Arena site. The development will encompass contemporary, flexible office accommodation, alongside the enhanced leisure facilities, meeting modern standards with regard to space and energy consumption.</p> <p>Key elements of the new leisure facility comprise:</p> <ul style="list-style-type: none"> • A six lane 25 metre pool, with separate learner pool • Sports Hall • A four lane indoor bowling arena • A gym capable of providing at least 150 stations • Dedicated dance and studio spaces • Café and leisure space <p>The project may also involve contributions to Rushcliffe School to enable elements of Rushcliffe Leisure Centre to be remodelled to support continued community use.</p>		
Location: The Arena Site, West Bridgford	Executive Manager: Finance and Commercial	
<p>Contribution to the Council's aims and objectives: Corporate Theme: Maintaining and enhancing our residents' quality of life. Corporate Theme: Transforming the Council to enable the delivery of efficient high quality services. Strategic Task: Activate the Leisure Strategy to best provide leisure facilities and activities as the conditions prescribed in the Strategy arise. Strategic Task: Facilitate activities for Children and Young People to enable them to reach their potential. Strategic Task: Examine the future viability of all Council owned property to maximise the potential of the Council's property portfolio. Strategic Task: Deliver the Council's Four Year Plan to reduce costs, generate income and adopt more effective delivery models.</p>		
<p>Anticipated Outcomes and Outputs: Rushcliffe residents continue to be able to access a wide range of leisure facilities and activities helping them to maintain healthy and active lifestyles. Young people living in the Borough are healthy, active, confident, and engaged in the communities they live in. 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. Savings arising from the new leisure facility, new Civic offices and the alternate use or disposal of the Civic Centre will provide a major contribution towards the Council's Medium Term Financial Strategy.</p>		
<p>Other Options Rejected and Why: Relocation of leisure facilities to the Arena site is in line with the council's current Leisure Strategy which has considered a range of alternate delivery options. With regard to its office requirements: the Council could, should it wish, choose to stay at the current Civic Centre and undertake a refurbishment programme to enable it to further reduce the space taken up by its services. Whilst may be cheaper, in terms of capital investment, it would result in the building being retained in the medium to long term with three or four floors permanently unavailable for letting. As a result this is, in the long term. Likely to be the least cost effective option available for the Authority.</p>		

Risk Rating High (H)/Medium (M)/ Low (L): M			
Start Date: 2014/15		Completion Date: Spring 2016	
Capital Cost (Total) :	Year 1: 14/15	Year 2: 15/16	Year 3: 16/17
£8,500,000	£2,000,000	£5,000,000	£1,500,000
Capital Cost (Breakdown) £: To be determined			
Works	Equipment	Other	Fees
Revenue cost per annum:	Year 1: 14/15 £0		Year 2: 15/16 £0
Proposed Funding			
External:		Internal: Use of reserves earmarked for Capital Investment £2.5million. Temporary borrowing £5.85million, Capital Receipts £0.15million	
Useful Economic Life (years): 40		New/Replacement: New and replacement	
Depreciation per annum: £212,500		Capital Financing Costs: £64,600	
Residual Value: N/A	Replaces Fleet No: N/A	Category of Asset: Operational Land and Buildings	

**Report of the Executive Manager – Finance and Commercial
Background**

1. The purpose of this report is to approve the statutory Council Tax Resolution for 2014/15. The resolution is a statutory requirement for billing authorities to approve prior to the billing and collection of Council Tax for the forthcoming financial year.
2. The resolution consolidates the precepts of Nottinghamshire County Council, Nottinghamshire Police and Crime Commissioner, Nottinghamshire Fire Authority, Rushcliffe Borough Council and individual Town and Parish Councils.

Recommendations

It is recommended that Council approve the Council Tax Resolution for 2014/15 as detailed at **Appendix A**.

Council Tax Resolution 2014/15

3. The resolution is set out at **Appendix A** of this report.
4. The Council Tax for the County Council, Police and Fire Authorities were set at separate meetings on 27 February 2014, 3 February 2014 and 28 February 2014 respectively.
5. The table below illustrates the Council Tax increases approved by each of the major precepting bodies. It also shows the new average weekly and yearly Council Tax levels.

Based on Band D	Increase	New Weekly (£)		New Yearly (£)	
		Amount	Increase	Amount	Increase
	%				
Nott's County Council	1.9	23.40	0.45	1,216.92	23.7
Rushcliffe Borough	Nil	2.27	Nil	117.99	Nil
Nott's Police	1.96	3.33	0.07	172.98	3.33
Nott's Fire	1.9	1.37	0.03	71.05	1.36

6. In addition to the major precepting bodies Town and Parish Councils can elect to raise a local precept; these will also form part of the Council Tax Resolution.

Financial Comments

The financial impact of the Council Tax setting is described in the report

Section 17 Crime and Disorder Act

The budget supports the Council's work in tackling crime and disorder.

Diversity

There are no implications that would have an impact on Diversity within the report.

Background Papers Available for Inspection: Nil

Notification from the Nottinghamshire County Council 27 February 2014,
Notification from the Nottinghamshire Fire Authority 28 February 2014,
Notification from the Nottinghamshire Police Authority 6 February 2014

Council Tax Resolution 2014/15

Report of the Executive Manager – Finance and Commercial

The Council is recommended to resolve as follows:

That it be noted that the Council calculated the following amounts for the year 2014/15 in accordance with the Local Government Finance Act 1992 as amended (the “Act”);

- a) Rushcliffe Borough Council’s Council Tax Base for 2014/15 has been calculated as 39,373 [Item T in the formula in Section 31B of the Local Government finance Act 1992 as amended by Section 74 of the Localism Act 2011 (the “Act”)];
- b) For dwellings in those parts of the Borough to which a Parish Precept relates as detailed in Appendix Ai;
- c) The Council Tax requirement for the Council’s own purposes for 2014/15 (excluding Parish Precepts) is £4,645,620;
- d) That the following amounts be now calculated by the Council for the year 2014/15 in accordance with Sections 31 to 36 of the Local Government Finance Act 1992 as amended by Section 74 of the Localism Act 2011;
 - i. £36,751,236 being the aggregate of the amounts which the Council estimates for the items set out in Section 31 A (2)(a) to (f) of the Act taking into account all precepts issued to it by Parish Councils. (Gross expenditure, parish and special expenses, any contingencies, any provisions for reserves);
 - ii. £29,669,260 being the aggregate of the amounts which the Council estimates for the items set out in Section (A) (3) (a) to (d) of the Act. (Gross income, any use of reserves);
 - iii. £7,081,976 being the amount by which the aggregate at (d)(i) above exceeds the aggregate of (d) (ii) above, calculated by the Council, in accordance with Section 31A (4) of the Act, as its Council Tax Requirement. [Item R in the formula in Section 31B of the Act] (Expenditure less income);
 - iv. £179.87 being the amount at (d) (iii) above [Item R], all divided by Item T (a) above, calculated by the Council, in accordance with Section 31B (1) of the Act, as the basic amount of its council tax for the year (including parish precepts and special expenses);

- v. £2,436,356 being the aggregate amount of the Parish Precepts and Special Expenses referred to in Section 34 (3) of the Act. (Total amount of parish precepts as per Appendix Ai);
- vi. £117.99 being the amount at (d) (iii) above less the result given by dividing the amount at (d) (v) above by item T ((1) (a) above), calculated by the Council, in accordance with section 34 (2) of the Act, as the basic amount of its Council Tax for the year for dwellings in those parts of its area to which no Parish Precepts or Special Expenses relate. (i.e. the Borough Council's precept of £4,645,620 divided by the Council Tax base of 39,373, this Council's own Council Tax at Band D);
- e) That it be noted for the year 2014/15 Nottinghamshire County Council, Nottinghamshire Police and Crime Commissioner and Nottinghamshire and Nottingham City Fire Authority have issued precepts in accordance with Section 40 of the Act for each of the categories of dwellings shown in Table 1;
- f) That the Council in accordance with Sections 30 and 36 of the Local Government Finance Act 1992, hereby sets the aggregate amounts shown in the Appendices A(i) and A(ii) for 2014/15 for each part of the Borough and for each of the categories of dwellings;
- g) The Council has determined that its relevant basic amount of Council Tax for 2014/15 is **not** excessive in accordance with principles approved under Section 52ZB Local Government Finance Act 1992. As the billing authority, the Council has **not** been notified by a major precepting authority that its relevant basic amount of Council Tax for 2014/15 is excessive and that the billing authority is not required to hold a referendum in accordance with Section 52ZK Local Government Finance Act 1992.

Table 1

Band	Rushcliffe Borough Council	Nottinghamshire County Council	Nottinghamshire Police & Crime Commissioner	Nottingham and Nottinghamshire Fire Authority	Total
	£	£	£	£	£
A	78.66	811.28	115.32	47.37	1,052.63
B	91.77	946.49	134.54	55.26	1,228.06
C	104.88	1,081.71	153.76	63.16	1,403.51
D	117.99	1,216.92	172.98	71.05	1,578.94
E	144.21	1,487.35	211.42	86.84	1,929.82
F	170.43	1,757.77	249.86	102.63	2,280.69
G	196.65	2,028.20	288.30	118.42	2,631.57
H	235.98	2,433.84	345.96	142.10	3,157.88

Appendix A(i)

**COUNCIL TAX TO BE LEVIED WITHIN THE BOROUGH FOR THE YEAR
ENDING 31 MARCH 2015**

2014/15 PARISH/AREA	TAX BASE	PRECEPT	SPECIAL CHARGES	TAX RATE PARISH AREA	MAJOR PRECEPTS	COUNCIL TAX BAND D
ASLOCKTON	322	7,085		22.00	1,578.94	1,600.94
BARTON-IN-FABIS	115	3,129		27.21	1,578.94	1,606.15
BINGHAM	3,252	234,859		72.22	1,578.94	1,651.16
BRADMORE	167	2,900		17.37	1,578.94	1,596.31
BUNNY	293	16,770		57.24	1,578.94	1,636.18
CAR COLSTON	82	0		-	1,578.94	1,578.94
CLIPSTON	28	50		1.79	1,578.94	1,580.73
COLSTON BASSETT	126	7,710		61.19	1,578.94	1,640.13
COSTOCK	278	9,200		33.09	1,578.94	1,612.03
COTGRAVE	1,873	175,672		93.79	1,578.94	1,672.73
CROPWELL BISHOP	604	80,368		133.06	1,578.94	1,712.00
CROPWELL BUTLER	315	10,965		34.81	1,578.94	1,613.75
EAST BRIDGFORD	788	31,703		40.23	1,578.94	1,619.17
EAST LEAKE	2,314	148,906		64.35	1,578.94	1,643.29
ELTON-ON-THE-HILL	43	0		-	1,578.94	1,578.94
FLAWBOROUGH	24	0		-	1,578.94	1,578.94
FLINTHAM	199	9,955		50.03	1,578.94	1,628.97
GOTHAM	581	35,538		61.17	1,578.94	1,640.11
GRANBY-CUM-SUTTON	168	9,820		58.45	1,578.94	1,637.39
HAWKSWORTH	62	9,791		157.92	1,578.94	1,736.86
HICKLING	246	6,948		28.24	1,578.94	1,607.18
HOLME PIERREPONT & GAMSTON	1,067	37,580		35.22	1,578.94	1,614.16
KEYWORTH	2,482	162,223	3,630	66.82	1,578.94	1,645.76
KINGSTON-ON-SOAR	119	3,990		33.53	1,578.94	1,612.47
KINOULTON	406	6,770		16.67	1,578.94	1,595.61
KNEETON	19	0		-	1,578.94	1,578.94
LANGAR-CUM-BARNSTONE	328	35,730		108.93	1,578.94	1,687.87
NORMANTON-ON-SOAR	182	11,358		62.41	1,578.94	1,641.35
NORMANTON-ON-THE-WOLDS	154	4,840		31.43	1,578.94	1,610.37
ORSTON	206	7,545		36.63	1,578.94	1,615.57
OWTHORPE	44	0		-	1,578.94	1,578.94
PLUMTREE	121	3,755		31.03	1,578.94	1,609.97
RADCLIFFE-ON-TRENT	3,102	262,491		84.62	1,578.94	1,663.56
RATCLIFFE-ON-SOAR	50	0		-	1,578.94	1,578.94
REMPSTONE	195	4,660		23.90	1,578.94	1,602.84
RUDDINGTON	2,438	252,380	8,650	107.07	1,578.94	1,686.01
SAXONDALE	14	0		-	1,578.94	1,578.94
SCARRINGTON	82	750		9.15	1,578.94	1,588.09
SCREVEYTON	62	0		-	1,578.94	1,578.94
SHELFORD AND NEWTON	380	15,830		41.66	1,578.94	1,620.60
SHELTON	59	590		10.00	1,578.94	1,588.94
SIBTHORPE	55	840		15.27	1,578.94	1,594.21
STANFORD-ON-SOAR	60	2,790		46.50	1,578.94	1,625.44
STANTON-ON-THE-WOLDS	206	4,507		21.88	1,578.94	1,600.82
SUTTON BONINGTON	610	22,196		36.39	1,578.94	1,615.33
THOROTON	61	0		-	1,578.94	1,578.94
THRUMPTON	72	3,381		46.96	1,578.94	1,625.90
TOLLERTON	789	37,000		46.89	1,578.94	1,625.83
UPPER BROUGHTON	146	8,630		59.11	1,578.94	1,638.05
WEST BRIDGFORD	12,881	0	700,840	54.41	1,578.94	1,633.35
WEST LEAKE	67	2,060		30.75	1,578.94	1,609.69
WHATTON-IN-THE-VALE	365	11,106		30.43	1,578.94	1,609.37
WIDMERPOOL	164	3,965		24.18	1,578.94	1,603.12
WILLOUGHBY-ON-WOLDS	268	6,740		25.15	1,578.94	1,604.09
WIVERTON & TITHBY	44	0		-	1,578.94	1,578.94
WYSALL & THORPE IN THE GLEBE	195	8,160		41.85	1,578.94	1,620.79
TOTAL RUSHCLIFFE BOROUGH	39,373	1,723,236	713,120	61.88	1,578.94	1,640.82

Appendix A(ii)

ALL PRECEPTS PARISH AREA	COUNCIL TAX BAND							
	A	B	C	D	E	F	G	H
ASLOCKTON	1,067.30	1,245.17	1,423.07	1,600.94	1,956.71	2,312.47	2,668.24	3,201.88
BARTON-IN-FABIS	1,070.77	1,249.22	1,427.70	1,606.15	1,963.08	2,319.99	2,676.92	3,212.30
BINGHAM	1,100.78	1,284.23	1,467.71	1,651.16	2,018.09	2,385.01	2,751.94	3,302.32
BRADMORE	1,064.21	1,241.57	1,418.95	1,596.31	1,951.05	2,305.78	2,660.52	3,192.62
BUNNY	1,090.79	1,272.58	1,454.39	1,636.18	1,999.78	2,363.37	2,726.97	3,272.36
CAR COLSTON	1,052.63	1,228.06	1,403.51	1,578.94	1,929.82	2,280.69	2,631.57	3,157.88
CLIPSTON	1,053.82	1,229.45	1,405.10	1,580.73	1,932.01	2,283.28	2,634.55	3,161.46
COLSTON BASSETT	1,093.42	1,275.65	1,457.90	1,640.13	2,004.61	2,369.08	2,733.55	3,280.26
COSTOCK	1,074.69	1,253.80	1,432.92	1,612.03	1,970.26	2,328.49	2,686.72	3,224.06
COTGRAVE	1,115.16	1,301.01	1,486.88	1,672.73	2,044.45	2,416.16	2,787.89	3,345.46
CROPWELL BISHOP	1,141.34	1,331.55	1,521.79	1,712.00	2,092.45	2,472.89	2,853.34	3,424.00
CROPWELL BUTLER	1,075.84	1,255.13	1,434.45	1,613.75	1,972.37	2,330.97	2,689.59	3,227.50
EAST BRIDGFORD	1,079.45	1,259.35	1,439.27	1,619.17	1,978.99	2,338.80	2,698.62	3,238.34
EAST LEAKE	1,095.53	1,278.11	1,460.71	1,643.29	2,008.47	2,373.64	2,738.82	3,286.58
ELTON-ON-THE-HILL	1,052.63	1,228.06	1,403.51	1,578.94	1,929.82	2,280.69	2,631.57	3,157.88
FLAWBOROUGH	1,052.63	1,228.06	1,403.51	1,578.94	1,929.82	2,280.69	2,631.57	3,157.88
FLINTHAM	1,085.98	1,266.97	1,447.98	1,628.97	1,990.97	2,352.96	2,714.95	3,257.94
GOTHAM	1,093.41	1,275.64	1,457.88	1,640.11	2,004.58	2,369.05	2,733.52	3,280.22
GRANBY-CUM-SUTTON	1,091.60	1,273.52	1,455.47	1,637.39	2,001.26	2,365.12	2,728.99	3,274.78
HAWKSWORTH	1,157.91	1,350.89	1,543.88	1,736.86	2,122.83	2,508.80	2,894.77	3,473.72
HICKLING	1,071.46	1,250.02	1,428.61	1,607.18	1,964.34	2,321.48	2,678.64	3,214.36
HOLME PIERREPONT & GAMSTON	1,076.11	1,255.45	1,434.82	1,614.16	1,972.87	2,331.56	2,690.27	3,228.32
KEYWORTH	1,097.17	1,280.04	1,462.91	1,645.76	2,011.48	2,377.21	2,742.93	3,291.52
KINGSTON-ON-SOAR	1,074.98	1,254.14	1,433.31	1,612.47	1,970.80	2,329.12	2,687.45	3,224.94
KINOULTON	1,063.74	1,241.03	1,418.33	1,595.61	1,950.19	2,304.77	2,659.35	3,191.22
KNEETON	1,052.63	1,228.06	1,403.51	1,578.94	1,929.82	2,280.69	2,631.57	3,157.88
LANGAR-CUM- BARNSTONE	1,125.25	1,312.78	1,500.34	1,687.87	2,062.96	2,438.03	2,813.12	3,375.74
NORMANTON-ON-SOAR	1,094.24	1,276.60	1,458.99	1,641.35	2,006.10	2,370.84	2,735.59	3,282.70
NORMANTON-ON-THE- WOLDS	1,073.58	1,252.51	1,431.45	1,610.37	1,968.23	2,326.09	2,683.95	3,220.74
ORSTON	1,077.05	1,256.55	1,436.07	1,615.57	1,974.59	2,333.60	2,692.62	3,231.14
OWTHORPE	1,052.63	1,228.06	1,403.51	1,578.94	1,929.82	2,280.69	2,631.57	3,157.88
PLUMTREE	1,073.32	1,252.19	1,431.09	1,609.97	1,967.75	2,325.51	2,683.29	3,219.94
RADCLIFFE-ON-TRENT	1,109.04	1,293.88	1,478.73	1,663.56	2,033.24	2,402.92	2,772.60	3,327.12
RATCLIFFE-ON-SOAR	1,052.63	1,228.06	1,403.51	1,578.94	1,929.82	2,280.69	2,631.57	3,157.88
REMPSTONE	1,068.56	1,246.65	1,424.75	1,602.84	1,959.03	2,315.21	2,671.40	3,205.68
RUDDINGTON	1,124.01	1,311.34	1,498.69	1,686.01	2,060.68	2,435.35	2,810.02	3,372.02
SAXONDALE	1,052.63	1,228.06	1,403.51	1,578.94	1,929.82	2,280.69	2,631.57	3,157.88
SCARRINGTON	1,058.73	1,235.18	1,411.64	1,588.09	1,941.00	2,293.91	2,646.82	3,176.18
SCREVETON	1,052.63	1,228.06	1,403.51	1,578.94	1,929.82	2,280.69	2,631.57	3,157.88
SHELFORD AND	1,080.40	1,260.46	1,440.54	1,620.60	1,980.74	2,340.87	2,701.00	3,241.20
SHELTON	1,059.30	1,235.84	1,412.40	1,588.94	1,942.04	2,295.13	2,648.24	3,177.88
SIBTHORPE	1,062.81	1,239.94	1,417.08	1,594.21	1,948.48	2,302.75	2,657.02	3,188.42
STANFORD-ON-SOAR	1,083.63	1,264.23	1,444.84	1,625.44	1,986.65	2,347.86	2,709.07	3,250.88
STANTON-ON-THE- WOLDS	1,067.22	1,245.08	1,422.96	1,600.82	1,956.56	2,312.29	2,668.04	3,201.64
SUTTON BONINGTON	1,076.89	1,256.36	1,435.86	1,615.33	1,974.30	2,333.25	2,692.22	3,230.66
THOROTON	1,052.63	1,228.06	1,403.51	1,578.94	1,929.82	2,280.69	2,631.57	3,157.88
THRUMPTON	1,083.94	1,264.58	1,445.25	1,625.90	1,987.22	2,348.52	2,709.84	3,251.80
TOLLERTON	1,083.89	1,264.53	1,445.19	1,625.83	1,987.13	2,348.42	2,709.72	3,251.66
UPPER BROUGHTON	1,092.04	1,274.03	1,456.05	1,638.05	2,002.07	2,366.07	2,730.09	3,276.10
WEST BRIDGFORD	1,088.90	1,270.38	1,451.87	1,633.35	1,996.32	2,359.28	2,722.25	3,266.70
WEST LEAKE	1,073.13	1,251.98	1,430.84	1,609.69	1,967.40	2,325.11	2,682.82	3,219.38
WHATTON-IN-THE-VALE	1,072.92	1,251.73	1,430.56	1,609.37	1,967.01	2,324.64	2,682.29	3,218.74
WIDMERPOOL	1,068.75	1,246.87	1,425.00	1,603.12	1,959.37	2,315.62	2,671.87	3,206.24
WILLOUGHBY-ON-THE- WOLDS	1,069.40	1,247.62	1,425.87	1,604.09	1,960.56	2,317.02	2,673.49	3,208.18
WIVERTON & TITHBY	1,052.63	1,228.06	1,403.51	1,578.94	1,929.82	2,280.69	2,631.57	3,157.88
WYSALL & THORPE IN THE GLEBE	1,080.53	1,260.61	1,440.71	1,620.79	1,980.97	2,341.14	2,701.32	3,241.58



Council

6 March 2014

**Community Governance Review of
Edwalton Recommendation of Cabinet**

10

Report of the Executive Manager - Operations and Corporate Governance

Summary

This report sets out the recommendation of Cabinet, made at its meeting on 11 February 2014, when it considered the recommendations of the Community Governance Review Member Group following the Community Governance Review of Edwalton.

Recommendation

Council is recommended to consider and approve Cabinet's recommendation not to establish a parish council giving regard to the results of Stage 2 of the consultation and the issues set out in the report.

Background

1. Following submission to Council of a valid petition in September 2012, a Community Governance Review, as set out in the Local Government and Public Involvement in Health Act 2007, has been carried out. It called for the formation of a parish council in the currently un-parished ward of Edwalton Village. As part of the first stage of the review the Council was required to consult local people. This was undertaken from 24 June to 16 August 2013 following reports to Cabinet (11 June 2013) and Council (20 June 2013) outlining the process.
2. The initial consultation received a total of 397 responses, giving a response rate of 12.6% of the electorate. The 397 responses represented 320 of the 1,800 households across the Edwalton Village ward who received a leaflet. Of the 397 individual responses; 265 respondents (67% of responses) answered YES to the question 'would you like to see a parish council created for Edwalton' and 125 respondents (31% of responses) answered NO to the question (7 did not answer YES or NO, but provided comments, equating to 2% of responses).
3. Taking into account relevant factors, especially the low response rate to the consultation (87.4% of the electorate did not respond to the consultation), and also concerns that a parish council would not provide more effective and convenient local governance, or improve local democracy, the Member Group, at its meeting on 23 September 2013, recommended that a parish council for Edwalton should not be created. Cabinet then considered the Member Group's recommendation at its meetings on 15 October 2013 and confirmed its support for the second stage of consultation.

4. A second period of consultation was undertaken, where the electorate were asked to express their opinion and submit comments on the Member Group's recommendation that no parish council should be set up. The second stage of consultation ran from 25 October to 13 December 2013.
5. Stage two consultation leaflets were again sent to all 1,800 households in the area. A total of 399 (12.7% of the electorate) responses were received from 322 households. 87.3% of the electorate did not respond to the consultation.
4. Of the 399 individual responses 297 respondents (74.4% of responses) agreed with the Council's draft recommendation not to establish a parish council in Edwalton, whereas 102 respondents (25.6% of responses) disagreed.
5. Of the 399 responses to the second period of consultation a total of 119 respondents made written comments, some of whom gave more than one comment. A full list of comments is set out in **Appendix 1**.
6. The Member Group met on 23 January 2014 to consider the outcome of the 2nd stage of consultation. They recommended that a parish council should not be set up on the following grounds; that only a small proportion (less than 13%) of the electorate were engaged enough in the process to air their opinion and that; 74.4% of those who had responded to the second consultation had agreed with the recommendation not to establish a parish council. Furthermore the Member Group did not consider that the establishment of a parish council would provide more convenient and effective local governance over and above the arrangements already in place.
7. Subsequently Cabinet met on 11 February 2014 to consider the Member Group's recommendation. Cabinet agreed with the recommendation not to establish a parish council for Edwalton and forwarded this to Council for consideration and approval in line with the Local Authorities (Functions and Responsibilities) (England) Regulations 2000 – Schedule 1.

Next steps

8. In line with guidance published by the Local Government Boundary Commission for England, the Council will take the necessary steps to publicise its decision following the Community Governance Review. This will include a press release in the Nottingham Evening Post and articles on the Rushcliffe Borough Council's website. Written confirmation will also be sent to the lead petitioner informing him of Council's decision.

Financial Comments

As previously reported to the Member Group, Cabinet and Council, the costs associated with a new parish council can only be established when the nature of its activities and the level of support required to deliver these e.g. associated salaries, premises, and any assets that might be transferred to its possession are determined.

Also as previously reported West Bridgford residents (including Edwalton) pay a special expense element in their Council Tax which is similar to a parish precept. As a result it is difficult to estimate the potential impact of a parish council on the West Bridgford special expense or any parish precept without clarity on the services and facilities assigned to, and adopted by, the new parish council. Therefore the potential value of a precept and the wider impact with regards to the West Bridgford special expense area is not clear. .

Section 17 Crime and Disorder Act

None

Diversity

None

Background Papers Available for Inspection:

Cabinet Report 11 June 2013

Council Report 20 June 2013

Cabinet Report 15 October 2013

Cabinet Report 11 February 2014

Local Government Boundary Commission for England – Guidance on Community governance reviews – March 2010

Local Authorities (Functions and Responsibilities) (England) Regulations 2000 – Schedule 1

Open Comments from Stage Two Consultation

No.	Response Text
1	<p>Disappointed that precept is based on non replies, this assumes that they are all resistant to change rather than being apathetic.</p> <p>More credibility should be given to those who do have a view and of these 2/3rds wished for a change!</p> <p>Why is this not taken in to account? It seems that people who are concerned and take an interest are ignored in the process which seems to be a ridiculous situation.</p> <p>What will happen now? This will also be ignored I assume! So much for democracy</p>
2	<p>I thought we lived in a democracy. 8.4% want a Parish Council, 4% do not want a Parish Council therefore 50% more of those who voted want a parish Council.</p> <p>So our democratically voted Rushcliffe Council decide to go with the apathetic council majority who did not vote - how convenient.</p> <p>When we vote for Rushcliffe Councillors no consideration is taken for the apathetic non-voters. The winning candidate is the one who receives the most votes.</p> <p>Please explain why a democratically elected council want to make a decision based on a dictatorship, not a democracy.</p> <p>If the vote had been the other way around guess your response would have been the same but with entirely different reasons. Can that be legal? Reminds me of a Council with the attitude "heads I win, tails you lose"</p>
3	<p>I thought we lived in a democracy. 8.4% want a Parish Council, 4% do not want a Parish Council therefore 50% more of those who voted want a parish Council.</p> <p>So our democratically voted Rushcliffe Council decide to go with the apathetic council majority who did not vote - how convenient.</p> <p>When we vote for Rushcliffe Councillors no consideration is taken for the apathetic non-voters. The winning candidate is the one who receives the most votes.</p> <p>Please explain why a democratically elected council want to make a decision based on a dictatorship, not a democracy.</p> <p>If the vote had been the other way around guess your response would have been the same but with entirely different reasons. Can that be legal? Reminds me of a Council with the attitude "heads I win, tails you lose"</p>

No.	Response Text
4	A common sense decision, we do not need an extra layer of bureaucracy
5	<p>I consider that the level of response you received to be very disappointing.</p> <p>In the circumstances there is no alternative but to agree with your recommendation</p>
6	I believe a Parish Council will bring together the many people who believe in working together for the common good, as I do
7	Please note that the tick in the disagree with the Councils recommendation represents THREE residents in the household
8	Please note that the tick in the disagree with the Councils recommendation represents THREE residents in the household
9	Please note that the tick in the disagree with the Councils recommendation represents THREE residents in the household
10	An extra level of government is not required
11	<p>The needs of the residents in Edwalton are diverse.</p> <p>Needs in Edwalton are different from them of West Bridgford, as a village on the edge of the green belt land, not a town.</p> <p>I would like to make a parish council included in planning, social attitudes for young and old, footpath maintenance etc.</p>
12	<p>I agree that the Councils recommendation was correct solely on the best of the poor response by the residents</p> <p>The Parish Council is the most democratic form of local government and the opportunity to create this institution in Edwalton should not be lost.</p> <p>The poor response by the residents to the initial enquiry is most disappointing. We would welcome a re-run of the enquiry</p>
13	<p>I agree that the Councils recommendation was correct solely on the best of the poor response by the residents</p> <p>The Parish Council is the most democratic form of local government and the opportunity to create this institution in Edwalton should not be lost.</p> <p>The poor response by the residents to the initial enquiry is most disappointing. We would welcome a re-run of the enquiry</p>
14	A further tier of government is entirely unnecessary and will cost money.
15	A further tier of government is entirely unnecessary and will cost money.

No.	Response Text
16	<p>There are numerous voluntary groups within Edwalton built up over many years. South Notts Flower Club, Local History Society, Drama Groups, Ladies Fellowship, Bridge Club, Edwalton Football Academy, Boys Brigade, Brownies, Gardening Club, Tea Room Dance sessions, Friendship Club, Probus Club, Mothers Union, Toddler Groups along with No 3 Churches and there associated activities.</p> <p>We are more than represented by two Borough Councillors and I fail to see what another tier of local government can offer</p>
17	<p>We are adequately represented by two elected representatives on RBC and fail to see the need for another tier of local Government. Creating a separate Parish Council for Edwalton would set a precedent for another ward in West Bridgford. Compton Park, Trent Bridge, Abbey Wards etc</p> <p>There are numerous voluntary groups in Edwalton along with number 3 Churches which could be a communication link with the Borough Council for consultation purposes.</p> <p>Having lived in Edwalton Village for 40 years I do not feel that a parish council for Edwalton would serve and additional service to the community</p>
18	<p>You ask for views on the vote, I am sad but not surprised at the lack of interest in the premium purpose. Folk tend to only comment when they find something to complain about. Perhaps Council could have avoided the word govern in the approach made then and indeed now. I am sure that represent would be more acceptable.</p> <p>Do you see yourselves in a more powerful role? Remember the old days of the man who watched another drown in the river. He reported the event to the police who wanted to know why he had not tried to save the man, he replied I did, I shouted give me your hand but he didn't. The officer replied you should have tried "take my hand". WORDS WORDS WORDS!!!</p> <p>As to small numbers of response we could fall back on the bible and remember the tale of I think Joshua who bid 10,000 to drink from a river. All but 300 supped direct while they cupped hands. These chosen few went on to storm the coast of Jericho. These in that City (village in today's term) had no idea how the vote went. And i think 84 out of 100 is better than 300 out of 10,000 in any case. Of course you may not want Jericho to fall!!!</p> <p>Best wishes for future polls (I'll put money on 8.4%)</p>

No.	Response Text
19	<p>Whether you agree with the decision or not, the questionnaire was so poorly designed and presented as to make its outcome both predictable and meaningless. The low response rate was more a function on the poor questionnaire than the views of the electorate. especially -</p> <p>1) "The Occupier" suggest it is junk mail</p> <p>2) Almost complete lack of explanation on its subject</p> <p>3) suggestion that it would cost more without any inclusion on benefits</p> <p>These are more common which would form the basis of a formal complaint if they are not addressed by yourselves</p>
20	I do not believe that Trevor Road is part of Edwalton
21	<p>A low response rate to the consultation does not necessarily show that there is not enough support for a Parish Council, as the leaflet states. There could be a range of reasons for the low response.</p> <p>Have RBC considered using radio, East Midlands today, noticeboards, eye catching envelopes etc. reminder letters could have a plus response rate. I could go on...</p>
22	Enough is enough! I am quite happy with the service from Rushcliffe
23	We feel that Edwalton always gets considered as an afterthought or changes that are made e.g. refurbishment of Edwalton Park seem inferior to those done in West Bridgford. A local Council would help prevent this.
24	Disappointed about response. Do people want democracy?
25	<p>Is 8.4% said yes and 4% said no, how can you object it? What about democracy.</p> <p>The 87.4% who did not respond have no say in it now. The non-voted in a ballot do not count</p>
26	Delighted that the Council recommends that no Parish Council should be set up. The Council are clearly smarter than I had expected
27	As 66% of people had voted for a parish council, their views should be respected and the Council should reverse their decision
28	Cannot see the point of adding another layer of bureaucracy (elected or not) when in my view the Borough Council are doing a magnificent job

No.	Response Text
29	<p>Many people in Greenacre now own previous Council properties, and have spent thousands of pounds. Improving at the same. A visit by the council will see the enthusiastic and creative work that has been done in Greenacre, despite the huge number of anti-social occupations of late. People of Edwalton should view how Tollerton Village is a shining example of the work the Council does, working for the aged, youth friendship clubs, weekly crazy drives, organised day trips, shopping trips, health clubs, everyone catered for at first hand. Finger on the pulse on litter, dog fouling, litter and general shabbiness.</p>
30	<p>1) An additional layer of administration and its costs is undesirable</p> <p>2) 8.4% of residents does not constitute a compelling body of opinion</p> <p>3) Edwalton is adequately represented by its Borough Councillors</p>
31	<p>Completely unnecessary. Waste of time and money.</p>
32	<p>As I said in my earlier response I am in favour of a parish council for Edwalton.</p> <p>We have two Borough Councillors but I doubt whether many residents know who they are, and they don't seem very active in Edwalton. My main objection to the recent proposals that Edwalton and its boundaries may be subject to change. The historic Edwalton Parish should be the subject of a parish council, not an artificial political area like a council ward. I shall be very willing to supply a copy of the entire Edwalton parish if you want it!</p>
33	<p>There is no desire from 87.4% of the Edwalton residents for yet another layer of government.</p>
34	<p>My view is that Rushcliffe Borough Council is working very well as to date, and see no point in a Parish Council being set up</p>
35	<p>It is too late to have a parish council. The only local issue of importance has been decided against local wishes (the Sharphill development) nothing else matters</p>
36	<p>This decision is made when 87.4% of residents did not respond to the consultation</p>
37	<p>Over 50% of the respondents wanted a parish council</p>
38	<p>I agree that there is no mandate to set up a Parish Council, and feel that the system should remain as now</p>
39	<p>I totally agree with the Council's recommendation - enough said - don't waste any more time on this.</p>
40	<p>I agree entirely with the Council. Please don't spend too much time/council tax payer money on minority whims which are of little interest to most local residents.</p>
41	<p>The cost has not been justified and only a tiny minority are pushing for it</p>

No.	Response Text
42	Not worth the extra cost
43	Doesn't seem any point in a Parish Council and it will only add to our rates which are expensive enough
44	The Councils tame acceptance of the extent of development deserves as much resistance as it can get and a parish council can only add to local feeling
45	There are no problems with what is in place at present. Please leave alone
46	It is ridiculous, it is bad enough having a tier system with NCC
47	A Parish Council at present will be too expensive to operate and be an unnecessary burden to financially maintain at the present time
48	Local people should have an official say in any decision affecting their lives and life styles.
49	Unfortunately I have to agree with the Council as it appears that not many people could be bothered to give an opinion and therefore don't care
50	My original objections still stand, and this exercise has already cost money (contrary to the claim of the self-appointed Edwalton Council) 1) No identifiable area how 2) Additional layer of local government will be costly 3) Already existing village organisations serving local needs This reply comes from an individual who served as a Parish Council locally for 20 years
51	I strongly agree with your decision not to establish a parish council. There is absolutely no justification for having an additional layer of local government. Further costs are not needed at the present time.
52	We need a stronger voice against the Sharphill Woods project. I don't believe the residents views were taken on board.
53	Despite the wording of the consultation letter, it will cost pensioners money. I for one am born and bred in West Bridgford and do not relish the idea of a change in boundary and a reduction in local funding as a result. Why try to break something that isn't broken
54	It appears from the result of the poll that there is a general apathy towards the proposal
55	Having served on both parish (Keyworth) and borough (Rushcliffe) councils I am sure that a borough council alone is sufficient for Edwalton

No.	Response Text
56	I was Chairman of Derby South many years ago. The councillors under my control held monthly clinics in the various wards mainly to assist the elderly if they require help. I was a member of our own parish council and I feel it could be of more help to the elderly but my suggestions fell on stony ground. However, a well-run parish council is, if well run, a very useful thing to have
57	The fact that nearly 90% did not bother to respond to the consultation reflects the general view that few residents could not care less and there is no need for a parish council
58	Did not receive the first leaflet. We are a family of 5 people...4 people above 18 years of age. All 4 persons are in favour of set up of parish council
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62	Be more in touch and tailored to local needs
63	The whole process has been a total waste of money and time when the view of most people are not interested in the proposal
64	I think that the advantages of being part of the larger community of West Bridgford are more important
65	As we have a West Bridgford address and postcode we would not be prepared to pay any money to an Edwalton parish council. We live in West Bridgford and don't understand why we would have anything to do with Edwalton
66	As we have a West Bridgford address and postcode we would not be prepared to pay any money to an Edwalton parish council. We live in West Bridgford and don't understand why we would have anything to do with Edwalton
67	With such a poor response the Council had to decline the proposition
68	With such a poor response the Council had to decline the proposition
69	We would very much like to see a Parish Council set up in Edwalton
70	If Rushcliffe Borough Council did a good job, then it wouldn't be necessary to set up a parish council. But as it is, they do an appalling job of running the borough. They need someone to challenge their wastefulness other than an individual who they are quite happy taking taxes but don't listen and don't provide a good enough service
71	On planning issues the Council does not take into consideration the view of the local people - perhaps a parish council will improve this situation

No.	Response Text
72	I don't want to pay an additional tax for an unnecessary parish council
73	Having a parish council for Edwalton adds another layer in the chain and inevitably costs are incurred. Their power is limited. I am reasonably happy with RBC's aims and services provided
74	I am dismayed at the Borough Council asking this question for the 2nd time. The question was asked and residents voted over 2:1. That should have been sufficient.
75	I strongly suspect that RBC has its own reasons for not wanting a parish council in Edwalton. However, local issues need local people to act on them, therefore it is a good idea
76	Cannot see the necessity for Edwalton Parish Council
77	Cannot see the necessity for Edwalton Parish Council
78	I note that 2/3 of those responding were in favour although the low turnout is disappointing. This reflects the low level of promotion of the survey which largely relied on leaflets, many of which will have been treated as junk mail. Few visit the Council's website just for interest and few visit the Evening Post. I wonder how many actually read Rushcliffe Reports? Had it been pushed more, there would have been greater response
79	I pay enough Council Tax as it is
80	We live in a democracy; people who don't vote cannot dictate how a council comes to a decision. The turn out to council elections that is not that huge
81	I agree the Council cannot proceed with such a poor response to the consultation. However I still would like and support a parish council in Edwalton if there were to be a review of this position in the future.
82	<p>Of the votes cast there was an overwhelming majority for the proposal. The Borough Council are choosing to ignore this vote and the clear wishes of the Edwalton residents to have a local (rather than West Bridgford) say in local matters.</p> <p>My impression is that West Bridgford could not care less about Edwalton (apart from collecting the money). So if the Borough Council still refuses to allow the creation of a Parish Council. Then the West Bridgford special expenses precept should not be levied on Edwalton residents.</p>

No.	Response Text
83	<p>All of the residents of Edwalton had the opportunity to respond to the proposal.</p> <p>87.4% of the residents had no strong view whether or not a Parish Council should be created and did not respond. This indicates that they would accept view of the voting majority.</p> <p>Of those that voted there was a very significant majority for the proposal. This democratic decision should not be ignored and a Parish Council should be created</p>
84	I consider the local borough council is adequate and satisfactory
85	Edwalton should not be subsumed by West Bridgford
86	Edwalton should not be subsumed by West Bridgford
87	As there was so little response to the earlier consultation, it is obvious that most people do not have a strong opinion on the matter. This seems to be an expensive operation considering the financial problem the Country has and the money would have been better spent on essentials.
88	As there was so little response to the earlier consultation, it is obvious that most people do not have a strong opinion on the matter. This seems to be an expensive operation considering the financial problem the Country has and the money would have been better spent on essentials.
89	I agree with the Council, It's not a necessarily an estate, not been taken in to consideration
90	The yes vote represented 67% of those who voted. In any other election this represents a win, why not this one? Just because people abstain is not good enough reason to say no, how do MP's get voted in then?
91	I am content; I see no reason to make any changes.
92	I pay more than enough Council tax as it is and do not wish to have any more expenses added to it. More committee means more waste of our (public) money.
93	I voted in favour of setting up a parish council. However, given the pitifully low turnout, there is clearly no reason to believe it would be viable
94	A change cannot be recommended on the basis of a response rate of 12.6% even though 2/3rds of those responding wanted change
95	This Council is run by Tories and not everyone likes the liars and con men
96	It was a daft idea in the first place
97	Common sense has prevailed.
98	Do not need another tier of government

No.	Response Text
99	If 227 responded and 151 of them supported a Parish Council, I feel there will be more than enough interested people to run an effective Council given the small geographical area and population size
100	Reponses are too few to the meaningful. It would become the hobby of a select few.
101	Surely in a democracy the views of those who bothered to vote in the consultation should have precedence? If the same principle (that a low response indicates a lack of support for a Parish Council) was applied to local Elections. the results would be declared invalid
102	With the low response it shows there is not enough interest to support a Parish Council
103	I do not agree with the Council's recommendation.
104	I do not agree with the Council's recommendation.
105	In view of the level of response I find it difficult to go against the council decision
106	<p>Parish Council will be more responsive to local needs.</p> <p>It should manage finances better.</p> <p>Parish Council may lead to more of a sense of community</p>
107	I think you should consider having a public meeting which will show how much support there is.
108	I think you should consider having a public meeting which will show how much support there is.
109	There are enough councils already and extra money out of rate payers threshold would be a great burden, and a waste of money. I say no to Parish Councils
110	Edwalton would benefit from a Parish Council to determine more local issues for example recycling on street. the apathy of other residents shouldn't effect rights of those who were interested in the idea
111	I believe that Rushcliffe Borough Council does an adequate job in Edwalton and therefore it need not be changed. I consider that there are a few "upper-crusts" in Edwalton who would like to run things in Edwalton, but I believe that this would be costly to us all in the long run. Therefore leave Edwalton alone.
112	We think a Parish Council would benefit the Edwalton community by having a body to consult and act on the community's behalf. Especially with the proposed development at Sharpill. Up to now the resident's voice has not been listened to.

No.	Response Text
113	<p>Many people do not understand what a parish council does and therefore will not have bothered to reply. The leaflets delivered did not explain there would be no additional cost (we would no longer need to pay the West Bridgford special expenses)</p> <p>I do not see why the council has the right to veto as the 8.4% of residents could happily run a parish council and ensure local voices are heard rather than being considered with West Bridgford all the time (the areas have very different issues)</p>
114	<p>No need for a parish council. A lot of people would not want to pay more Council Tax to fund this pointless layer of bureaucracy and the level of responses support this</p>
115	<p>Just another introduction to another taxation, which will have an annual upwards review</p>
116	<p>Council Tax is too high already</p>
117	<p>As there is such a limited response to the survey, it certainly appears there is not enough support for a parish council, therefore I agree with the Council's decision.</p>
118	<p>As there is such a limited response to the survey, it certainly appears there is not enough support for a parish council, therefore I agree with the Council's decision.</p>
119	<p>We need fewer tiers of governance, not more.</p>