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Our reference:
Your reference:
Date: Monday, 31 January 2022

To all Members of the Cabinet

Dear Councillor

A Meeting of the Cabinet will be held on Tuesday, 8 February 2022 at 7.00 pm in the Council Chamber, Rushcliffe Arena, Rugby Road, West Bridgford to consider the following items of business.

This meeting will be accessible and open to the public via the live stream on YouTube and viewed via the link: <https://www.youtube.com/user/RushcliffeBC>
Please be aware that until the meeting starts the live stream video will not be showing on the home page. For this reason, please keep refreshing the home page until you see the video appear.

Yours sincerely



Sanjit Sull
Monitoring Officer

AGENDA

1. Apologies for Absence
2. Declarations of Interest
3. Minutes of the Meeting held on 11 January 2022 (Pages 1 - 6)
4. Citizens' Questions
To answer questions submitted by citizens on the Council or its services.
5. Opposition Group Leaders' Questions
To answer questions submitted by Opposition Group Leaders on items on the agenda.

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9.30am - 5pm
Friday
8.30am - 4.30pm

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KEY DECISION

6. Future Delivery Model for Grounds Maintenance and Street Cleansing Services (Pages 7 - 22)

The report of the Chief Executive is attached.

NON-KEY DECISIONS

7. 2022/23 Budget and Financial Strategy (Pages 23 - 160)

The report of the Director – Finance and Corporate Services is attached.

8. South Nottinghamshire Homelessness and Rough Sleeping Strategy 2022 to 2027 (Pages 161 - 220)

The report of the Director – Neighbourhoods is attached.

9. Disabled Facilities Grant Policy (Pages 221 - 244)

The report of the Director – Neighbourhoods is attached.

10. Affordable Housing Supplementary Planning Document (Pages 245 - 332)

The report of the Director – Development and Economic Growth is attached.

11. Edwalton Golf Course Strategic Review (Pages 333 - 340)

The report of the Director – Finance and Corporate Services is attached.

12. Planning Committee Pilot (Pages 341 - 346)

The report of the Director – Development and Economic Growth is attached.

13. Exclusion of Public

To move “That under Regulation 21(1)(b) of the Local Authorities (Executive Arrangements) (Access to Information) (England) Regulations 2000, the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972”.

14. Endorsement of the East Midlands Freeport Full Business Case

The report of the Chief Executive [To Follow]

Membership

Chairman: Councillor S J Robinson
Vice-Chairman: Councillor A Edyvean
Councillors: A Brennan, R Inglis and G Moore

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Recording at Meetings

The Openness of Local Government Bodies Regulations 2014 allows filming and recording by anyone attending a meeting. This is not within the Council's control.

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MINUTES OF THE MEETING OF THE CABINET

TUESDAY, 11 JANUARY 2022

Held at 7.00 pm in the Council Chamber, Rushcliffe Arena,
Rugby Road, West Bridgford
and live streamed on Rushcliffe Borough Council YouTube channel

PRESENT:

Councillors S J Robinson (Chairman), A Edyvean (Vice-Chairman), A Brennan,
R Inglis and G Moore

ALSO IN ATTENDANCE:

Councillor R Jones

OFFICERS IN ATTENDANCE:

L Ashmore	Director of Development and Economic Growth
P Linfield	Director of Finance and Corporate Services
K Marriott	Chief Executive
S Sull	Monitoring Officer
H Tambini	Democratic Services Manager

APOLOGIES:

There were no apologies

49 Declarations of Interest

There were no declarations of interest.

50 Minutes of the Meeting held on 14 December 2021

The minutes of the meeting held on Tuesday, 14 December 2021, were declared a true record and signed by the Chairman.

51 Citizens' Questions

There were no questions.

52 Opposition Group Leaders' Questions

Question from Councillor Jen Walker to Councillor Moore. Councillor Walker was unable to attend the meeting, so her question was read out by the Chairman.

“Can Rushcliffe use public procurement as a tool to deliver wider economic, social, and environmental benefits that favour small, green, local businesses as opposed to larger corporations?”

Councillor Moore responded by stating that the Procurement Strategy, which would be discussed later on the agenda highlighted the desire to utilise local businesses, as well as emphasising both social value, and environmental considerations. There was not a one fit-all solution in appointing contractors, particularly with large property or service contracts often with more technical requirements and the risk of significant liabilities. Examples included leisure centre builds, such as the Arena and Bingham, and the Council's insurance contract. The Council also had to balance both the need for value for money for the taxpayer and its legal position. Councillor Moore confirmed that the Council was committed to utilising smaller businesses and systemically, within its procurement process, to ensure social and environmental value was pursued.

Councillor J Walker asked the following supplementary question to Councillor Moore.

"How does the Council and its partners engage with local SMEs to ensure a clear, robust and efficient procurement process?"

Councillor Moore responded by again referring to the Procurement Strategy and in particular Section 5.2 of that report, which highlighted what the Council was doing to ensure there was a clear, robust, and efficient procurement process. For example, an easy to use East Midlands tender portal, which matched that being used by neighbouring authorities, and provided timely feedback to businesses when requested.

Question from Councillor Thomas to Councillor Edyvean. Councillor Thomas was unable to attend the meeting, so her question was read out by the Chairman.

"Policy H4 of the Hickling Neighbourhood Plan H4 states that:

Ground-mounted solar photovoltaic farms will only be supported where:

A They are on previously developed (brownfield) or non-agricultural land

Assuming that Cabinet members believe this Policy is tenable despite the country's pressing need for renewable energy, is the Policy something they think should be included in other Neighbourhood Plans or in Rushcliffe's next Local Plan?

Councillor Edyvean responded by stating that it was a matter for those preparing neighbourhood plans to decide which policies to put forward and to justify their inclusion, and in this instance Policy H4 had been accepted by the Examiner. In respect of the next Rushcliffe Local Plan, it was too soon to say which policies would be included, and any new policies would be considered over the course of its development. Any policy which was included must be justified and the level of evidence must be sufficient to support that, and it was noted that the level of evidence required to support a local plan was different to that required for a neighbourhood plan.

53 Procurement Strategy Update

The Cabinet Portfolio Holder for Finance and Customer Access, Councillor Moore presented the report of the Director – Finance and Corporate Services

providing an update on the Council's Procurement Strategy for 2022/23 to 2025/26.

Councillor Moore advised that the report set out the Council's procurement objectives for the next four years and had been written with the support of Welland Procurement, an organisation which advised many councils on best practice and national initiatives and was already advising the Council on its current major projects. Reference was made to the current Government Green Paper "Transforming Public Procurement" and Councillor Moore stated that the Government's aim was to speed up and simplify processes, place value for money at the heart of it, and increase opportunities.

Cabinet noted that the Strategy was a high level statement of principles and policies and was subject to the Council's Financial Regulations, Contract Standing Orders and supported by the Council's Internal Procurement Toolkit, which set out procurement methods and practices. The Strategy set out key principles, which would enable the Council to demonstrate its leadership, commitment to being commercial through its adherence to social and environmental issues, in particular climate issues, details of which were highlighted in the Strategy.

In conclusion, Councillor Moore confirmed that he agreed with all of the key principles outlined in this comprehensive Strategy and welcomed the input and support of Welland Procurement.

In seconding the recommendation, Councillor Brennan also welcomed the input from Welland Procurement in drafting this comprehensive document, which clearly addressed a range of issues and set out the Council's vision to secure the widest possible benefits from its procurement processes, in terms of value, social and environmental issues and engaging with local businesses.

Councillor Brennan advised that having read many papers on public procurement over the years, it was noted that Governments of all persuasions had attempted to use public procurement to secure a range of wider benefits, and she considered that the entire process had inherent contradictions in respect of securing value for money, whilst also trying to secure wider social, environmental, and small business benefits. Cabinet noted that by definition, in seeking to secure some of those additional benefits, it detracted from the core objective of seeking value for money.

Councillor Brennan commented that in her experience, all Governments wanted to encourage local businesses to procure from the public sector; however, due to the economies of scale, larger suppliers usually succeed in securing any contracts. Reference was made to the EU procurement rules, which were very complex and had disadvantaged small and local businesses and it was hoped going forward that a new national policy framework would provide a way for public bodies to secure value for money and additional benefits that opening up public contracts could deliver.

In conclusion, Councillor Brennan stated that how "best value" was measured would be key and it was hoped that this Government's Strategy would bring about a sensible reconciliation of those tensions.

The Leader reiterated the importance of ensuring a balance between securing value for money and supporting local businesses, particularly during the current difficult economic times, as they sought to work with public sector organisations. The importance of engaging with that supply chain to help rebuild the economy was emphasised.

In conclusion, the Leader referred to the key role that scrutiny played in ensuring good governance and emphasised the importance of that continuing going forward.

Councillor Edyvean acknowledged the frustrations felt by many small businesses trying to access markets and opportunities in the public sector, and hoped going forward that the situation would improve.

It was RESOLVED that:

- a) the Procurement Strategy 2022 to 2025/26 (Appendix A) be adopted; and
- b) any changes to the Strategy until 2025/26 be delegated to the Director – Finance and Corporate Service, in consultation with both the Council’s Monitoring Officer and Portfolio Holder for Finance and Customer Access.

54 Hickling Parish Neighbourhood Plan

The Cabinet Portfolio Holder for Business and Growth, Councillor Edyvean presented the report of the Director – Development and Economic Growth providing an update on the Hickling Parish Neighbourhood Plan.

Councillor Edyvean referred to the Cabinet meeting in October 2021, when the Hickling Neighbourhood Plan had been considered and reminded Cabinet that at that meeting it had been agreed to accept all but two of the Examiner’s recommended modifications, 09 and 10 to the Plan. It was noted that those two modifications related to potential development of a brownfield site, which could spill over into open countryside, and the Parish Council had not wished to accept those two modifications.

Councillor Edyvean confirmed that due to those changes, a further consultation had been required, that had now been completed and all of the comments received had supported the Cabinet’s earlier decision.

In seconding the recommendation, Councillor Inglis stated that Hickling was a delightful village, enjoyed by residents and visitors alike. Reference was made to the importance of this document, which would allow residents the opportunity to influence future development within the parish. Cabinet noted that the omission of modification 09 and 10 had been fully justified and no objections had been raised against that proposed decision in the recent consultation.

In conclusion, Councillor Inglis gave his full support to the holding of a

referendum and thanked all those involved in producing the Plan for their hard work.

The Leader acknowledged the huge amount of work undertaken to produce this Plan and reiterated the thanks given to all of those involved for their hard work and dedication.

It was RESOLVED that:

- a) the decision not to accept the Examiner's recommended modifications 09 and 10 to the Hickling Parish Neighbourhood Plan be confirmed;
- b) the Hickling Parish Neighbourhood Plan Revised Decision Statement and its publication be approved;
- c) the holding of a referendum for the Hickling Parish Neighbourhood Plan, with the area for the referendum being the Parish of Hickling be approved; and
- d) the Director – Development and Economic Growth be granted delegated authority to make any necessary final minor textual, graphical and presentational changes required to the referendum version of the Hickling Parish Neighbourhood Plan.

The meeting closed at 7.15 pm.

CHAIRMAN

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Cabinet

Tuesday, 8 February 2022

**Future Delivery Model for Grounds Maintenance and Street
Cleansing services**

Report of the Chief Executive

**Cabinet Portfolio Holder for Strategic and Borough-wide Leadership,
Councillor S Robinson**

1. Purpose of report

- 1.1. This report sets out proposals for the future of Streetwise Environmental Ltd (SWE). SWE is a wholly owned Council company set up in 2014, to deliver a range of environmental services including the Council's street cleansing and grounds maintenance functions with the additional purpose of operating commercially and generating growth in scale and revenue. There are actually two companies with Streetwise Env Ltd (trading) acting as the trading arm, and Streetwise Env Ltd (teckal) providing the main Council contract. It is proposed that the services are moved to an inhouse delivery model by 1 September 2022, the day after the Council's current prime contract expires and the companies are wound up with trading continuing in accordance with permitted exemptions.
- 1.2. This proposal is based on an overall assessment of how well suited the SWE model is to support the Council's current corporate priorities and whether the company model can continue to add value for the Council in this highly competitive sector.

2. Recommendation

It is RECOMMENDED that Cabinet:

- a) approves the dissolution of Streetwise Environmental Ltd (teckal) with the service to move to an inhouse model of delivery by the Council by 1 September 2022;
- b) asks the Cabinet Portfolio Holder for Environment and Safety to provide Cabinet oversight to the insourcing project;
- c) authorises the Chief Executive to take all necessary steps to give effect to the transition in line with the core principles set out in Appendix B;
- d) authorises the Monitoring officer to work with the Streetwise Company Secretary to take all necessary steps to comply with the legal requirements arising from the dissolution of the companies including signing company filings;

- e) approves the use of £0.3m from the Organisation Stabilisation Reserve (to be incorporated within the MTFs to be presented to Full Council) to meet transition costs as stated at paragraph 7.1.3;
- f) puts on record its thanks to Mr Nigel Carter, Managing Director of Streetwise Environmental Ltd, Mr Keith Daniel, Chairman, and the Streetwise staff for continued high quality service delivery; and
- g) receives an update report on progress later this year including an update on the timeline for the dissolution of Streetwise Environmental Ltd (trading). The existing Streetwise Oversight Board will continue to meet during this period.

3. Reasons for Recommendation

- 3.1. The Council's existing prime contract for grounds maintenance and street cleansing services is due to expire at the end of August 2022. In preparation for this event the Council commenced work during summer 2021, to review the contract and part of that work involved asking a third-party industry expert (Kelake Ltd) to undertake a full service, contract, and value for money review of SWE and consider whether the current service achieves value for money.
- 3.2. Kelake advised that the Council would be unlikely to achieve savings by going to the open market and that either a further contract extension or insourcing would be the most viable option and offer the best value for money.
- 3.3. Given the highly competitive nature of the ground's maintenance market and the recent loss of a sizeable contract, SWE's future business plan was predicated on expansion through the acquisition of similar businesses and further activity often outside of the Borough. Whilst this is a perfectly acceptable and legitimate private business growth model, recent high-profile reports into Council-owned companies have given rise to concern in government and the Chartered Institute of Public Finance Accountants (CIPFA) regarding the risks that council-owned companies can pose to the stability of a local authority. For example, Croydon and Slough are two councils where company failings were factors that contributed towards the issuing of s114 Notices. Whilst we are not in this position with SWE, these reports have led to a shift in approach to local authority commercialisation and a change to CIPFA guidance; it is therefore prudent to consider the companies' future at this time. SWE's emphasis on business acquisition as a key lever to potentially generate more return is perceived as a risk which is greater than the return and is not something the Council wishes to pursue as a direction of travel as this is not considered to fit with the Council's corporate priorities and company purpose
- 3.4. The Council's corporate priorities centre on the need to keep a sharp focus and prioritise maintaining the Borough in a well-cared for, clean and tidy state which is a key element of the environment corporate priority. Focussing on the Borough Council work and some ancillary contracts within the Borough would enable an inhouse SWE to prioritise this over business growth further afield.

- 3.5. A further consideration is that the context of service delivery in local government has changed considerably over the last ten years, when previously authorities were being encouraged to explore the creation of companies to trade commercially to help their financial positions. However, since that time there has been a gradual move back towards inhouse models which give greater control and flexibility of resourcing and this has also been further driven by a significant tightening of the rules on local authority trading and borrowing by national regulators as detailed in paragraph 3.3.
- 3.6. The financial cost of the contract provided by either the inhouse or the company models is broadly similar, as the core elements of the prime contract service delivery (as set out in Appendix A) will continue. Even so there are anticipated to be further cost savings from both the use of the Council's existing staffing resource (e.g. financial services and systems) and the avoidance of additional governance overheads with an inhouse model. Section 7.1 details the financial implications.
- 3.7. Exposure to risk is reduced as the Council already underwrites SWE risks as the company's owner and main funder.
- 3.8. It is important to emphasise that SWE has operated relatively successfully over the last few years and that the proposal to insource the service is not due to any failure on the part of the existing company. However, the loss of a significant contract coupled with CIPFA guidance cautioning against the use of Council funding for commercial gain (e.g. company acquisitions), means that the SWE business plan is not considered to meet the overall priorities of the Council.
- 3.9. The outcome of the recommendations of the report would mean the dissolution of both the teckal company which delivers the Council's prime contract and the SWE trading company which facilitates wider private sector work. Private sector work can still continue within the guidelines and limits for local authority trading.

4. Supporting Information

- 4.1. In 2011, as part of the Council's previous Transformation Strategy, which was set in the context of local government emerging practice and national financial challenges at that time, the Council commenced exploring how its street cleansing and ground maintenance service (Streetwise) could be transformed into a social enterprise company, which in addition to delivering the Council's core environmental services could also commercially trade subject to any legal limitations using the Streetwise brand and reputation. The main benefits of this model of service were seen to be as follows:
- An innovative alternative service delivery model, which will provide employees with the opportunity to build a sustainable and thriving local business.
 - Retaining a significant level of Council influence.

- Maintaining quality standards.
 - Improving value for money.
 - Promoting improved social values – supporting community initiatives and events and local businesses through high standards and responsiveness.
- 4.2. A member working group was created to oversee the project and following reports which were approved by Cabinet on 11 September 2012, 3 December 2013 and 1 July 2014, the Streetwise Environmental Ltd company commenced operation on 1 September 2014, as a wholly owned company of the Council. To ensure appropriate governance a Streetwise Oversight Board was formed which included senior officers and Cabinet members and an independent non-executive Director was subsequently recruited to support SWE.
- 4.3. The company was established under a “teckal” procurement exemption which enabled the Council to directly award a contract for its services for a five year period with an option to extend. A detailed prime contract specification captures the broad range of statutory and non-statutory services delivered by SWE on behalf of the Council which includes street cleansing, litter and dog bin emptying, fly tipping removal, ground and pitch maintenance, floral displays etc (see Appendix A for a detailed summary). A robust contract performance management framework for prime contract services was put in place by the Council to ensure service delivery standards were maintained. A range of performance indicators were established to measure key service delivery outputs and regular operational and strategic contract management meetings were held and these continue. Regular performance data has been presented and reported through various channels and scrutiny was provided by the Council’s Partnership Delivery Scrutiny Group and more latterly the Corporate Overview Group, through the provision of prime contract performance information. Subsequently, Streetwise Environmental Ltd (trading) was set up to enable the company to expand its amount of commercial work.
- 4.4. Following a due diligence exercise in late 2018, involving a data review, customer feedback, and benchmarking information, sufficient independent evidence was gathered to support a decision to exercise the existing contractual extension clause for prime contract services for a further three-year period from 1 September 2019 to 31 August 2022. The decision was taken on 24 January 2019, following consultation with the Cabinet Portfolio Holder for Finance, in line with the Council’s scheme of delegation.
- 4.5. In terms of a summary of overall service performance in respect of the prime contract it has been variable, particularly over the first three years of the contract with an average compliance of 74.6%; however, internal client satisfaction has been slowly increasing from 29% in 2018 to 55% in 2020. From 2018, improvements in performance were evidenced and with further progress captured in an action plan, performance was deemed satisfactory to support a contract extension as detailed in paragraph 4.4. Progress has continued to be made with 81% in November and 91% in December 2021, of services either on target or at excellence; however, a key area for attention has been the ability to achieve service consistency for these very high profile public facing services.

Importantly the triennial resident survey showed a small fall in public satisfaction in street cleanliness from 2015 to 2018, but this rose in 2021, from 63% to 67% and this was also matched by a small increase in public satisfaction with the cleanliness of parks and open spaces from 70% to 71%. Conversely there was an 8% increase in responses indicating a problem with rubbish and litter on the streets. This is still being investigated as a range of factors may be influencing this including pandemic related litter, particularly during the summer months when parks and open spaces were heavily used.

- 4.6. In addition to the prime contract at the time the company was set up, it was anticipated that there would be the opportunity for growth and expansion through replication of the social enterprise model with other local authorities along with developing environmental and place management services with developers, housing providers and other public sector partners. Despite some successes and growth, the competitive nature of the market has seen opportunities to be limited, private contracts are often let on an annual basis and other local authorities have sought to either keep their own environmental services in house or create their own company models. The Company itself has made very little profit after tax over the years it has been in operation. Admittedly there have been some mitigating factors such as Covid, although the main reason is that the nature of the street cleansing and grounds maintenance market is that it realises low level of profits and is very competitive.
- 4.7. As a result of these circumstances the SWE remains largely reliant on the prime contract from the Council meaning that financial and delivery risks ultimately remain with the Council. However, due to the necessary contractual and governance overlays between the two separate organisations, appropriate influence and control also requires more complex arrangements than direct service delivery.
- 4.8. In parallel the context of outsourcing in local government has changed considerably from 2010, and onwards, when it was championed at a national level by public sector policy. Latterly the trend has been more towards insourcing as evidenced from a report in 2019 by the Association for Public Service Excellence (APSE), which said 77% of UK councils were planning to bring services back inhouse that year. This has largely been driven by a desire to reduce costs, increase control and flexibility; however, in addition there have been some very high-profile cases such as the collapse of Carillion which has in part led to the National Audit Office and CIPFA to tighten their frameworks for outsourcing and financial controls.
- 4.9. With the strategic environment for commissioning services changing and in preparation for the end of the prime contract in August 2022, the Council commissioned an independent industry expert (Kelake Services) to undertake a review of the service and the prime contract arrangements. They made several observations including that:
 - a) Streetwise provides a service that is value for money compared to other private sector providers.

- b) Any savings on bringing the service inhouse may be offset by increases in other costs such as pensions.
- c) Clarity would be needed going forwards on the core purpose of SWE, if a social enterprise model can be delivered and the likely scale of any future profit that could be returned to the Council.

4.10. Taking these considerations into account and following a review of available options it is proposed that transitioning SWE to an inhouse model would offer the best approach to meet the Council’s objectives, enable control, flexibility, and adaptability in this very competitive sector. Importantly, by direct control the Council can set a clear focus on delivering a high-quality service that better meets the Council’s priorities of ensuring the Borough’s public realm is tidy, clean, and well cared for. Furthermore, SWE as an inhouse service will also continue to have the opportunity to collaborate more closely with public sector partners on service and collaborative initiatives whilst also charging for discretionary services such as tree maintenance etc when offered to the private sector using powers set out in the Local Government Act 2003 and the Localism Act 2011. This cost recovery model will help to support the efficiency, effectiveness, and value for money for the new inhouse service.

5. Alternative options considered and reasons for rejection

As part of the work undertaken by Kelake, in addition to the inhouse delivery model put forward in this report two other viable options were identified in terms of delivering the prime contract from 1 September 2022 onwards. In preparing the report the authors undertook a range of appropriate research and risk analysis in respect of these options and a summary of their findings are detailed in Table 2.

Table 2 Alternative option appraisal summary and reason for rejection

A	Continue with the local authority company model and offer a contract extension	This was presented as potentially viable option subject to a number of challenges including revising the vision and purpose of the business, the robustness of the companies’ future business plan, the need for any future capital investment and where this would come from, an assessment of current and future pension liabilities. However, notwithstanding these challenges this option does not meet the Council’s current political and corporate priorities due to the reliance on the acquisition of other small companies to grow the business
B	Open Tender	This option was assessed as likely to increase Council costs, reduce value for money and reduce even further the Council’s control over the service. Any new commercial operator would be looking to achieve a much

		higher return on their investment over the life of the contract than the existing local authority company model
D	Do Nothing	Not a viable option as the prime contract ends on 31 August 2022

6. Risks and Uncertainties

- 6.1. The recommendation to move to an inhouse structure will simplify the reporting and performance management arrangements in place.
- 6.2. There are several transitional risks both known and inevitably currently unknown relating to operations, staff resources, other contractual work, asset condition, leases held etc that would all need to be clearly and quickly assessed and documented in a risk register with appropriate mitigation, if the recommendations of this report are approved. An early assessment of the value of contracts shall need to be undertaken to understand trading options going forward. However, the Council has robust management of change organisational procedures and project management best practice arrangements that would be followed as part of any transitional plan. This would include the formation of a project team of Rushcliffe Borough Council (RBC) and current SWE staff under the direction of a senior responsible officer with regular reporting to the Cabinet Portfolio Holder for Environment and Safety.
- 6.3. The risks as stated in paragraph 6.2 will also impact on the budget going forward (see 7.1 Financial Implications). Prudent assumptions have been made with regards to budget projections. Key financial risks include:
- A higher number of FTE frontline staff as recommended in the Kelake report are included in the inhouse offer.
 - Prudently it is assumed that employees transferring to RBC will join the Local Government Pension Scheme and therefore there are increased pension costs (higher employer's contributions).
 - There will be both company tax and balance sheet issues to resolve as the Company is wound down, for example, the re-acquisition of Streetwise vehicles, the transfer of cash balances and the repayment of Council loans.

7. Implications

7.1. Financial Implications

- 7.1.1. Detailed work has been undertaken in terms of understanding the SWE existing budgets and the Council determining an inhouse comparative budget. There are inevitable risks (covered at paragraph 6.3) as there are with any budget. In undertaking this work the Council has been prudent in its assumptions.

7.1.2. Appendix C gives a breakdown of the overall position summarised as follows:

- a) The anticipated budget for Streetwise for 2022/23 is £1.884m, this compares to the inhouse bid of £2.005m (£0.121m cost deficit, subject to the comments at (b) and (c) below).
- b) The inhouse bid does include support service and management recharge estimates from existing RBC staffing (£0.211m). This is not an additional cost to the Council and therefore improves the financial position for the Council with an overall net surplus of £0.09m (from the £0.121m cost deficit).
- c) It is anticipated further savings could be realised through leaf sweeping and tree maintenance efficiencies (£0.110m). Therefore, giving a potential overall budget surplus of £0.2m (from 0.09m).
- d) Further savings may accrue once the Council has more fully interrogated the position on existing contracts as it transitions to providing the service internally and moves away from the company.

7.1.3 Inevitably there will also be costs of change with the potential for additional project management, legal and financial support being required as well as any staffing organisational change costs. £0.3m is therefore requested from the Council's Organisation Stabilisation Reserve to cover such costs. Based on £0.2m of anticipated annual budget efficiencies this should be paid back within 2 years. The Council's Transformation Programme will also be amended as part of the MTFS for 2023/24, to incorporate the additional budget efficiencies anticipated.

7.1.4 A vehicle replacement programme is required whether the service is provided by a Company or the Council. The Capital Programme will be updated as part of the 2023/24 MTFS. Costs are estimated at £1.2m over four years with £184k per annum built into the inhouse budget, as a contribution to reserves (over a seven-year repayment period, linked to the expected life of the assets).

7.2. Legal Implications

7.2.1 Governance arrangements of the SWE companies have evolved, most recently an Oversight Board has been established with Councillor and Statutory Officer representation to represent the interests of the Council and to provide strategic oversight of the companies' activities. These arrangements will fall away and shall be removed from the Council's Constitution when appropriate.

7.2.2 The Council is the sole shareholder of the Streetwise companies holding 100% of the shares, the transition shall therefore need to consider the obligations this presents and take any steps appropriate to company law. A number of administrative steps will need to be taken in order to dissolve the companies, which are within the Council's powers and duties. The Council has a general competence powers in s1 Localism

Act 2011 which empowers it to undertake the actions recommended in this report.

7.2.3 The winding-up process must be carried out in accordance with the Companies Act 2006, and any tax implications for both the Council and the Streetwise companies as a result of dissolving them should be considered with specialist advice being obtained.

7.2.4 All contracts held by the companies shall need to be considered and novated as appropriate. Continuity of service provision to existing clients will be maintained.

7.3. Equalities Implications

7.3.1. There are no immediate implications from the report recommendations; however, equality considerations will form a key part of any future project plan and if any equality implications are identified the appropriate equality impact assessment will be undertaken.

7.3.2. Any decision to bring SWE back to the Council will be covered by The Transfer of Undertakings (Protection of Employment) Regulations 2006. There are 49 members of Streetwise staff and the Chief Executive as Head of Paid Service at the Council will work directly with the Managing Director of SWE, supported by East Midlands Councils to ensure that the transfer is undertaken smoothly with the appropriate communication, consultation, and support in place for staff.

7.4. Section 17 of the Crime and Disorder Act 1998 Implications

In addition to ensuring that Rushcliffe's public spaces are tidy and well cared for, which helps to create an important foundation for a positive community safety feeling, the Streetwise service includes several functions such as fly tipping removal which have a direct impact on crime and disorder investigation and prevention. A change of future service delivery model will not impact negatively on this situation.

7.5. Other implications

There are currently a number of small external contracts delivered by SWE to parishes, schools, and other organisations. The priority will be business as usual for both the Council work and these existing external contracts. During the period to the transfer it is proposed that SWE would not actively seek further contracts beyond the Rushcliffe geography unless there is a clear synergy that adds value to Rushcliffe and its residents. After the transfer, the charging arrangements and amount of external work undertaken by an inhouse Streetwise team will be governed by the existing powers set out in the Local Government Act 2003 and the Localism Act 2011.

8. Link to Corporate Priorities

Quality of Life	A clean, tidy, and well-maintained public realm is a key foundation that should positively enhance our local residents' quality of life.
Efficient Services	It is vital that any future in house Streetwise service is organised and resourced in an efficient and effective manner to maximise their service delivery impact
Sustainable Growth	Streetwise will continue to explore opportunities to work closely with developers and other public and private sector partners to deliver environmental services which support sustainable development and growth
The Environment	Streetwise's core service functions including cleansing and grounds maintenance have a significant and positive impact on the Boroughs environmental quality. In addition, the operation and delivery of the service to meet environmental standards and the Council's carbon management commitments will be of paramount importance.

9. Recommendation

It is RECOMMENDED that Cabinet:

- a) approves the dissolution of Streetwise Environmental Ltd (teckal) with the service to move to an inhouse model of delivery by the Council by 1 September 2022;
- b) asks the Cabinet Portfolio Holder for Environment and Safety to provide Cabinet oversight to the insourcing project;
- c) authorises the Chief Executive to take all necessary steps to give effect to the transition in line with the core principles set out in Appendix B;
- d) authorises the Monitoring officer to work with the Streetwise Company Secretary to take all necessary steps to comply with the legal requirements arising from the dissolution of the companies including signing company filings;
- e) approves the use of £0.3m from the Organisation Stabilisation Reserve (to be incorporated within the MTFs to be presented to Full Council) to meet transition costs as stated at paragraph 7.1.3;
- f) puts on record its thanks to Mr Nigel Carter, Managing Director of Streetwise Environmental Ltd, Mr Keith Daniel, Chairman and the Streetwise staff for continued high quality service delivery; and
- g) receives an update report on progress later this year including an update on the timeline for the dissolution of Streetwise Environmental Ltd (trading). The existing Streetwise Oversight Board will continue to meet during this period.

For more information contact:	Katherine Marriott 0115 914 8291 kmarriott@rushcliffe.gov.uk
Background papers available for Inspection:	Previous reports referenced.
List of appendices:	Appendix A – Streetwise Prime Contract Service Areas - Summary Appendix B – Core Principles Appendix C - Financial Analysis – Streetwise Contract Compared to Inhouse Service

STREETSWISE PRIME CONTRACT SERVICE AREAS - SUMMARY
Public Toilets Cleansing
Hostel Hound Road – Grounds Maintenance – mowing, shrub beds, hedge, moss clearance
Recreational Open Spaces – grounds maintenance - mowing, strimming, weed spraying, hedge and shrub maintenance, litter picking, clean street furniture
Grantham Canal – litter picking and dog foul clearance
Estates Open Spaces - Grounds Maintenance - mowing, strimming, weed spraying, hedge and shrub maintenance, litter picking, clean street furniture
Nature Reserves – grounds maintenance of nature and sensitive sites
Rushcliffe Country Park - Grounds Maintenance - mowing, strimming, weed spraying, hedges
Tree Works – management of Council tree work across the Borough
General-Amenity Cleansing – Cleansing all Zone 1 town and village retail areas by 10am, public bin management (installation, repair, emptying), cleansing of all county highways and footpaths (litter and mechanical sweeping), cleansing of Highway Agency Trunk Roads A46, A52 and A453 (litter, mech sweeping, central res clearance), fly tipping management, cleansing encampments, fly posters, dead animals, graffiti, dog foul, public sporting and other events cleansing, community signage installation.
Arts and Events special Council-led events – support and cleansing
Hanging Baskets and Planters – annual beautification programme with planters, troughs, baskets etc.
Bingham Market Stalls – litter cleansing, ice/snow management
Industrial/Business Estates – grounds maintenance – mowing, weed spraying, strimming, shrubs and hedges, litter picking, mechanically sweeping car parks.
Car Parks – mowing, hedges and shrubs, litter picking, mechanically sweeping
Cemeteries – grounds maintenance – mowing, strimming, weed spraying, litter picking.
Land Drainage – maintenance of watercourse, grills, culverts, banks. Includes inspection, repairs, clearance work, strimming.
Eastcroft Depot – mechanically sweep yard
Bring and Glass Recycling Sites – cleansing
Bridgford Park (high priority site) – grounds maintenance – mowing, weed spraying, ornamental lawns, wildflower meadows, hedgerows, plant beds.
Sports Fields – grounds maintenance and grounds management of pitches – mowing, strimming, weed spraying, hedgerows, shrub beds, litter picking, pitch marking and goal post management, sanding and forking, spiking and rolling, soil analysis and fertilising, solid tine, reseeding etc..

Play Areas – RoSPA inspections, play equipment repair and replacement programme, grounds maintenance, synthetic brushing, play bark and sand top-ups.
The Hook Park - grounds maintenance – mowing, weed spraying, wildflower meadows, hedgerows.
Community Halls - grounds maintenance – mowing, weed spraying, shrub beds, litter picking, mech sweep car parks
Community Safety – community trailer to events and cleansing, signage installations.
Elections – support as requested by the Elections Team
Emergency Works and Standby Service – people for the out of hours duty roster, labour materials and plant for emergencies (snow/ice/flooding/removal of dead animals).
EH Camera Surveillance Support Service – monitoring and replacing camera batteries, retrieving hard drive data.

Core Principles

<u>1</u>	<p>Protecting and improving front-line services delivered “inhouse” Positive Impact: The proposed change will not impact negatively on service delivery. The focus will continue to be on front line services, protected from market forces. Delivery of services inhouse also offers greater flexibility than exists under the current contractual arrangements.</p>
<u>2</u>	<p>Strengthening the focus on maintaining a high-quality public realm Positive Impact: An inhouse service will ensure its top priority is to keep the borough well cared for, clean and tidy. The service will under direct control positively integrate with other internal services such as parks and open spaces, estates etc to ensure that appropriate and consistent service standards are maintained</p>
<u>3</u>	<p>Strengthening the voice of staff and protecting their employment status Positive Impact: Employment terms and conditions will be protected under TUPE and staff will be welcomed into, and have a voice through well established vehicles and as part of, the Council</p>
<u>4</u>	<p>Strengthening the delivery and value for money of ‘environmental’ services Positive Impact: Greater opportunity for streetwise to work collaboratively with Council colleagues on service developments and offer enhanced discretionary services on a chargeable basis to target markets.</p>
<u>5</u>	<p>Enhancing the opportunities for joint working across key partners e.g. Town and Parish Councils, Via, Highways England Positive Impact: To be further work in partnership with strategic asset and environmental services and seize opportunities as they emerge to work more collaboratively and effectively with a resulting improvement in efficiency and effectiveness .</p>
<u>6</u>	<p>Protect the brand of “Streetwise” Neutral Impact: The Streetwise brand will be maintained and will continue alongside Recycling2go as a highly regarded service delivering a positive impact on resident’s quality of life and the environment around them.</p>
<u>7</u>	<p>Protect the joint and close working with the voluntary and community sector Positive Impact: Retain the close working with the voluntary and community sector on issues such as community clean ups and enhance this via closer links within and across the Council’s Directorates and via shared values as one organisation. Enable a ‘one council’ approach to working with the voluntary and community sector and better support opportunities to join up this work with other environmental partners</p>
<u>8</u>	<p>Protecting and maintaining our assets: Positive Impact: Removes complexity of leases and duties across the two organisations and look to invest in ‘green’ technology to meet the Council’s carbon reduction targets</p>
<u>9</u>	<p>Streamline the bureaucracy and processes to focus on front-line services:</p>

Positive Impact: Joined up approach across systems and processes, removing duplication whilst ensuring quality and performance standards are maintained
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Financial Analysis – Streetwise Contract Compared to Inhouse Service

1. Prime Contract Budget and Impact on the Council's Overall Budget

Rushcliffe Costs	£
Employees	1,182,215
Premises	71,880
Supplies and Services	154,664
Support Costs	182,140
Transport	367,188
Total Cost	1,958,087
Estimated increase in RBC costs - pay award, fuel etc	46,693
2022/23 RBC Prime Contract Budget (A)	2,004,780
Current Prime Contract Cost	1,767,138
Increase required for contract renewal	116,862
Streetwise Budget (B)	1,884,000
Net Cost Comparison to Prime Contract C = (A-B)	120,780
<i>Internal recharges (already included in RBC budgets)</i>	
Staff Costs included above already in RBC establishment	(70,000)
Support Costs included above already included in RBC budget	(141,000)
Total Recharges (D)	(211,000)
TOTAL OPERATIONAL SAVINGS E = (C + D)	(90,220)

2. Additional Income from other work

<i>Planned Future Savings:</i>	
Leaf Sweeping	(70,000)
Potential expansion of external contracts	(40,000)
TOTAL PLANNED SAVINGS (F)	(110,000)
NET OPERATIONAL SAVINGS G = (E + F)	(200,220)

 <p>Rushcliffe Borough Council</p>	<p>Cabinet</p> <p>Tuesday, 8 February 2022</p> <p>2022/23 Budget and Financial Strategy</p>
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Report of the Director – Finance and Corporate Services

Cabinet Portfolio Holder for Finance and Customer Access, Councillor G Moore

1. Purpose of report

- 1.1 This report presents the detail of the 2022/23 budget, the five-year Medium Term Financial Strategy (MTFS) from 2022/23 to 2026/27, which includes the revenue budget, the proposed Capital Programme, the Transformation Strategy and the Capital and Investment Strategy (with associated prudential indicators).
- 1.2 It should be noted that this report, is based upon the provisional Local Government Finance Settlement (the final settlement is due later in February 2022). Whilst no significant changes are expected in the final settlement, if anything is deemed significant it will be covered in the final report to Full Council.

2. Recommendation

It is recommended that Cabinet RECOMMENDS to Council that it:

- a) adopts the budget setting report and associated financial strategies 2022/23 to 2026/27 (attached **Annex**) including the Transformation Strategy and Efficiency Plan (**Appendix 3**) to deliver efficiencies over the five-year period;
- b) adopts the Capital Programme as set out in **Appendix 4**;
- c) adopts the Capital and Investment Strategy at **Appendix 5**;
- d) sets Rushcliffe's 2022/23 Council Tax for a Band D property at £150.93 (increase from 2021/22 of £3.57 or 2.42%);
- e) sets the Special Expenses for West Bridgford, Ruddington and Keyworth, **Appendix 1**, resulting in the following Band D Council tax levels for the Special Expense Areas:
 - i) West Bridgford £53.91 (£49.65 in 2021/22);
 - ii) Keyworth £3.30 (£3.41 in 2021/22);
 - iii) Ruddington £3.82 (£4.00 in 2021/22);
- f) adopts the Pay Policy Statement at **Appendix 7**; and

- g) Cabinet delegates authority to the Director of Finance and Corporate Services to make any minor amendments to the Medium Term Financial Strategy once the final local government finance settlement is received and advise the Finance Portfolio Holder accordingly, to be reported to Full Council.

3. Reasons for Recommendation

To comply with the Local Government Finance Act (1972) and ensuring the budget enables corporate objectives to be achieved. The Council is required to set a balanced budget and that it has adequate funds and reserves to address its risks. Covid has highlighted the importance of adequate reserves to support short-term shocks.

4. Supporting Information

The Budget and Associated Strategies

4.1 The attached report and appendices detail the following:

- a. The anticipated changes in funding over the five year period;
- b. The financial settlement for 2022/23 and the significant budget pressures the Council must address over the Medium Term;
- c. The budget assumptions that have been used in developing the 2022/23 budget and MTFS;
- d. The detailed budget proposals for 2022/23 including the Transformation Strategy (and associated programme) to deliver the anticipated efficiency and savings requirement;
- e. The recommended levels of Council Tax for Band D properties for the Council 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;
- i. The proposed Capital and Investment Strategy; and
- j. The proposed Pay Policy Statement.

4.2 The salient points within the MTFS are as follows (MTFS report (**Annex**) references in parenthesis):

- a. It is proposed that Council Tax for 2022/23 will increase by £3.57 to £150.93 (2.42%). This still means that Rushcliffe's Council Tax remains the lowest in Nottinghamshire and amongst the lowest in the country (Section 3.4);

- b. Special expenses increasing to £817k (£733k 2021/22) and taking into effect tax base changes, this results in Band D charges for West Bridgford increasing by £4.26 to £53.91 (£49.65). Keyworth decreases from £3.41 to £3.30 and Ruddington decreases from £4.00 to £3.82 as a result of the tax base increasing while costs remain the same (Section 3.5);
- c. Business Rates (Section 3.3) are still subject to significant uncertainty with the Government's proposals for a review of the Business Rates system now delayed another year and proposals for 75% retention now unlikely. The risk surrounding the de-commissioning of Ratcliffe-on-Soar power station in 2024 and pending reset of the baseline both make forecasting the likely levels of business rates difficult. The Council has budgeted to reflect a recent successful appeal from the power station in 2022/23 and therefore have set a budget of £3.958m in retained Business Rates and a reduction thereafter to reflect the anticipated changes mentioned above from 2023/24;
- d. The Council no longer receives Revenue Support grant (reduced to zero in 2019/20) and represents a reduction of £3.25m from 2013/14 (Section 3.6). Importantly the Council has mitigated the loss of income through its Transformation Strategy;
- e. Council Tax has been based on the assumption that the maximum increase of £5 or 2% will be applied each year but takes into account increases in Special Expenses. The tax base has been assumed to increase by 2.55% and 2% per annum from 2023/24;
- f. New Homes Bonus (NHB) is due to cease from 2023/24. In the provisional settlement it was announced that the Council would receive a one-off additional payment in 2022/23 of £0.934m (total payment £1.587m) which is proposed to be used to acquire land for a traveller settlement as part of the Local Plan requirements (section 9.2);
- g. The budget has been refined to reflect the evolving impact of Covid on the Council with previously anticipated income reductions in planning and car parking now removed. The budget shows a deficit of £0.846m in 2022/23 (relating to the Collection Fund deficit as a result of the power station business rates appeal) followed by two years of an anticipated deficit which is expected to be partly replenished by planned surpluses from 2025/26. The budget allows for 2% growth in staffing costs and expected increases in fuel and utilities. If spending plans and Capital Receipts materialise as planned, the Council does not anticipate externally borrowing during the period of this MTF5;
- h. It is proposed not to increase car parking charges ensuring the Council continues to support the retail sector and encourage greater footfall (Section 3.8);
- i. Green waste charges are not proposed to be increased until 2024/25 (last increased in 2020/21) and take into account future inflationary

pressures and the need to replace vehicles that are lower in carbon emissions;

- j. Taking into account resource predictions, spending plans and savings already identified there is a Transformation Programme requirement of an additional £0.327m in 2022/23, rising to £1.196m by 2026/27 (Section 7);
- k. The Transformation Strategy continues to roll forward with an updated programme to ensure the savings required can be achieved (Appendix 3);
- l. With new investment in commercial property now ceased the full year effect of existing investments will now reach £2.4m over the period of the MTFs accounting for 24.5% of fees and charges income. This is continually managed and proportionate given the risks and opportunities associated with such investments (Appendix 5, Table 13);
- m. The Council has a number of earmarked reserves (excluding NHB Reserve), their balance largely stable over five years slightly increasing from £7.5m to £8.6m (Section 6). Retaining sufficient reserves is essential given the volatile financial environment we currently operate in (see risks highlighted below) along with the need to effectively deliver significant projects such as the Bingham Leisure Hub and the Crematorium and to withstand any unexpected financial shocks;
- n. The Collection Fund Reserve (£6m) will be released over the next two years to offset deficits arising from additional business rate reliefs;
- o. A new reserve has been created for Vehicle Replacement of £1m (to be funded from 2021/22 in-year budget efficiencies). Any in-year surpluses the Council may generate are essential to replenish reserves given the significant opportunities and risks the Council faces and to smooth the impact of future year deficits from 2022/23 to 2026/27 (which are estimated to amount to £0.624m) (Section 5);
- p. Key risks to the MTFs are highlighted, including the potential impact of the Fair Funding Review, NHB, the volatility caused by the aforementioned various Business Rates issues and the impact of climate change on revenue and capital costs (Section 8); and
- q. The Capital Programme demonstrates the Council's commitment to deliver more efficient services, improve its leisure facilities, and to facilitate both economic development and housing growth. Spend over the five years is estimated at £27.426m. The Council's capital resources are slowly being depleted in order to fund the Capital Programme and it is projected that capital resources will be in the region of £5m at the end of the five-year life of the Programme. The level of Capital Receipts will be slowly rebuilt by the repayment of capital loans but will only significantly increase if major assets are identified for disposal. External borrowing is currently not anticipated in the medium term.

4.3 The MTFFS 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 (and associated programme) that takes into account both officers' and Members' views. Whilst the Council faces financial constraints both the revenue and capital budgets delicately balance the need for efficiency and economy with the desire for growth; and the aim of encouraging economic development in the Borough, with the Council aiming to meet its corporate priorities.

5. Alternative options considered and reasons for rejection

There are other options in terms of increasing Council Tax by a lesser amount, but this would put severe pressure on already stretched Council resources (see Section 11 of Annex B). For example, comparing the difference from no increase to a £5 increase in Council Tax, in 2026/27 the Council Tax income foregone is £1.15m and over the five year period amounts to £3.213m.

6. Risk and Uncertainties

Section 8 of the Annex covers key risks that may impact upon the MTFFS. There is the Fair Funding review, reform of the Business Rates system and NHB in addition to the Environment Bill; all of which will have a direct impact on the income streams for the Council (which will not be known until such reviews are concluded). Expenditure pressures include inflation, the impact of climate change and carbon reduction measures including replacing the Council's vehicles. The Council's Climate Change Action Fund and creation of the Vehicle Replacement Reserve should help address some of the resulting financial pressures. All of these factors make longer term forecasting subject to even more uncertainty.

7. Implications

7.1 Finance Implications

These are detailed in the attached budget report (Annex). The Council is required to set a balanced budget for the 2022/23 financial year (by use of the Organisation Stabilisation Reserve) and the proposals present a balanced budget. In the opinion of the S151 Officer, 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.

7.2 Legal Implications

The recommendations of this report support compliance with the Local Government Finance Act 1972.

7.3 Equalities Implications

None.

7.4 Section 17 of the Crime and Disorder Act 1998 Implications

None.

8. Link to Corporate Priorities

Quality of Life	Ensuring services that residents value are maintained and enhanced
Efficient Services	Ensuring efficient use of resources and maximising returns
Sustainable Growth	No direct impact
The Environment	Allocating resources to invest in projects that support the Council's environmental objectives.

9. Recommendation

It is recommended that Cabinet RECOMMENDS to Council that it:

- a) adopts the budget setting report and associated financial strategies 2022/23 to 2026/27 (attached **Annex**) including the Transformation Strategy and Efficiency Plan (**Appendix 3**) to deliver efficiencies over the five-year period;
- b) adopts the Capital Programme as set out in **Appendix 4**;
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 - iii) Ruddington £3.82 (£4.00 in 2021/22);
- f) adopts the Pay Policy Statement at **Appendix 7**; and
- g) Cabinet delegates authority to the Director of Finance and Corporate Services to make any minor amendments to the Medium Term Financial Strategy once the final local government finance settlement is received and advise the Finance Portfolio Holder accordingly, to be reported to Full Council.

For more information contact:	Name; Peter Linfield Director – Finance and Corporate Services 0115 914 8439 plinfeld@rushcliffe.gov.uk
Background papers Available for Inspection:	Department for Levelling Up, Housing and Communities (DLUHC) website, 2022/23 Financial settlement papers
List of Annexes and Appendices (if any):	Annex to the Budget Report Appendix 1 Special Expenses Appendix 2 Revenue Budget Service Summary Appendix 3 Transformation Strategy and Efficiency Plan 2022/23 – 2026/27 Appendix 4 Capital Programme 2022/23 – 2026/27 (including appraisals) Appendix 5 Capital and Investment Strategy 2022/23 to 2026/27 Appendix 6 Use of Earmarked Reserves 2022/23 Appendix 7 Pay Policy Statement 2022/23

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RUSHCLIFFE BOROUGH COUNCIL

**BUDGET SETTING REPORT
AND ASSOCIATED FINANCIAL STRATEGIES
*2022/23-2026/27***

Contents

1. INTRODUCTION AND EXECUTIVE SUMMARY
2. BUDGET ASSUMPTIONS
3. FINANCIAL RESOURCES
4. 2022/23 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

page 32

APPENDICES:

1. SPECIAL EXPENSES
2. REVENUE BUDGET SERVICE SUMMARY
3. TRANSFORMATION STRATEGY AND EFFICIENCY PLAN 2022/23 – 2026/27
4. CAPITAL PROGRAMME 2022/23 (INCLUDING APPRAISALS)
5. CAPITAL AND INVESTMENT STRATEGY 2022/23 – 2026/27
6. USE OF EARMARKED RESERVES 2022/23
7. PAY POLICY STATEMENT 2022/23

1. INTRODUCTION AND EXECUTIVE SUMMARY

1.1 Introduction

Last year we thought we were facing unprecedented financial challenges as a result of Covid. Many of those challenges still remain as we move into 2022/23 and beyond although we remain optimistic that the pandemic is coming to an end. The Council's Medium Term Financial Strategy (MTFS) firstly seeks to ensure that the Council remains financially resilient and able to deliver the services it must by law; secondly to initiate the process of redressing the imbalances created by the Covid-19 pandemic, by appropriately focussing on economic recovery and growth and prosperity within the Borough and supporting the most vulnerable in our community; thirdly to ensure that health and wellbeing remains a high priority; and finally to remain committed to carbon reduction and supporting the environment. Thus, ensuring the Council continues to deliver its Corporate Strategy objectives. Uncertainty still remains for the longer term (not just as a result of Covid). For 2022/23 we received another one-year settlement. The Council looks forward to understanding the impact of future Business Rates, New Homes Bonus and Fairer Funding Reviews. We hope for multi-year financial settlements which will give greater financial certainty. Along with anticipated Environmental and Planning legislation changes, these are risks that could quite easily de-stabilise a relatively positive medium term financial position for Rushcliffe. The Council's healthy level of reserves will help mitigate against such risks.

The budget in comparison to last year has less Covid support and a more positive outlook with regards to levels of income. For 2021/22 assumptions were made of 20% reductions for key areas of income such as Planning fees. Based on current data for 2022/23 we move towards pre-Covid levels. As a consequence of the improved position fewer grants are required from central government (reducing from £1.1m to £0.27m). The other key issue we have had to adjust for is inflation in relation to both pay and other supplies and services (particularly utility and fuel costs). Given such risks the Council's contingency budget has increased to £0.3m.

Business Rates assumptions have been impacted by two factors the further delay in business rates reforms (and the long-awaited business rates reset) and a recent successful business rate appeal in relation to the power station (the business rates paid to the Council reducing from £3.9m to £1.6m). There is an impact specifically in 2022/23 in relation to the power station (largely due to the appeal being backdated to 2017). The Council's prudence in making a provision for this risk means a liability of over £6m is largely absorbed. There is a residual deficit (£1.18m) on the Collection Fund that is funded from the Collection Fund Reserve (£0.253m) and the Organisation Stabilisation Reserve (£0.935m). The overall business rates risk in relation to both the business rates reset and the impending closure of the power station is mitigated by prudent assumptions linking business rates to either 'baseline' or 'safety net' positions, far lower than current levels of business rates received (around £3m as opposed to £4m), Commendably the Council has retained its financial stability whilst dealing with business rate volatility over the past 10 years. The Council is sustainable due to its range of income streams, including Council Tax, commercial property income and fees and charges, with a proportionate approach to generating income.

Given the significant risks going forward being prudent remains the most sensible course of action with reserves (excluding New Homes Bonus with 2022/23 expected to be the last year of this scheme) to remain at £8.7m to £10m over the term of the MTFS at a period when the potential for adverse financial risk remains significant. Many of the reserves are to support ongoing maintenance of council assets. Any scope to increase reserves, for both opportunities to deliver the Council's corporate priorities and to mitigate against adverse future financial risk, will be taken. The 2021/22 reserves position at £11.9m is higher due to the additional Covid business grants received which are used in the following years to offset Business Rates Collection Fund deficits (given the substantial business rates reliefs provided to the retail, hospitality, and leisure sectors).

Whilst we understand our financial challenges the budget looks to the future. The Climate Change Action reserve focuses on improving the environment, a further £0.2m is provided. The Development Corporation and Freeport are exciting challenges and the reserve demonstrates the Council's commitment to regenerating the Ratcliffe-on-Soar power station site with the creation of employment, improvement in transport connectivity and maximising carbon neutral ambitions. Again a further £0.2m has been appropriated to this reserve. A new £1m reserve has also been created to assist in vehicle replacement, given the need to ensure frontline services such as refuse continue to be efficient and to mitigate against the risk of the rising purchase costs of vehicles, due to new and more environmentally friendly technology, such as electric vehicles.

The Council continues to invest significant capital within the Borough (£27.4m to 2026/27). This year will see the completion of two major projects fulfilling corporate ambitions - the Bingham Leisure Hub and the Rushcliffe Oaks Crematorium. These and other capital schemes in the programme demonstrate the Council's commitment to economic growth, meeting challenging housing targets, improving leisure facilities and the environment. Such projects are major components of the Council's Transformation Programme to ensure there are sufficient resources to deliver core services. A new capital scheme is to provide a travellers site (£1m). The Council has a requirement through the local plan to provide a site or a number of pitches. Any further developments on this will be reported via Cabinet.

In line with the Government's referendum principles, the budget for 2022/23 proposes an increase in Council Tax of 2.42% to £150.93 (the Council has the option of increasing Council Tax by up to £5, with the recommended increase being £3.57). This will give an average band D Council Tax increase of less than 7p per week, ensuring Rushcliffe's Council Tax remains amongst the lowest in the country (and the lowest in Nottinghamshire) and an increase well below inflation. This enables the best possible services to continue to be delivered to Rushcliffe residents, that resources remain sufficient to meet both current and future needs; and importantly projected funding levels and reserves are sufficient to protect the Council. This is essential given the risks and uncertainty that prevails in the current financial environment and as we come through the pandemic, continue to understand the full impact on both businesses and the community.

This budget and future uncertainty is challenging. The associated financial strategies continue the progress made in recent years to ensure that the Council's financial plans are robust, affordable, and deliverable despite Covid-19 and its resulting challenges. This

budget is designed to ensure we maintain high quality services for current and future generations, a budget that is both financially and environmentally sustainable.

1.2 **Executive Summary**

This report outlines the Council's Medium Term Financial Strategy (MTFS) through to 2026/27 including the revenue and capital budgets, supported by a number of key associated financial policies alongside details of changes to fees and charges. Some of the key figures are as follows:

	2021/22	2022/23
RBC Precept	£6.522m	£6.850m
Council Tax Band D	£147.36	£150.93
Council Tax Increase	3.24%	2.42%
Retained Business Rates	£2.820m	£3.958m
New Homes Bonus	£1.633m	£1.587m
Reserves (at 31 March)	£15.175m	£15.8m
Capital Programme	£28.158m	£13.841m

Special Expenses	2021/22	2022/23	Increase/ (Decrease) £	Increase/ (Decrease) %
Total Special Expense Precept	£732,900	£816,700	83,800	11.43%
West Bridgford	£49.65	£53.91	4.26	8.58%
Keyworth	£3.41	£3.30	(0.11)	-3.23%
Ruddington	£4.00	£3.82	(0.18)	-4.50%

- 1.3 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	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Budgeted inflation	a	0%	0%	0%	0%	0%	0%
Pay costs increase	b	0%	3.75%	3.25%	3.25%	3.25%	3.25%
Employer's pension contribution rate	c	17.60%	17.60%	17.60%	17.60%	17.60%	17.60%
Return on cash investments	d	0.10%	0.50%	0.75%	1.00%	1.25%	1.25%
Tax base increase	e	0.62%	2.55%	2.00%	2.00%	2.00%	2.00%

Notes to Assumptions

- a) Whilst inflation does impact on services, the Council's managers are expected to deliver services 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 which is the equivalent of an estimated £152k saving in the 2022/23 budget. Adjustments are made for contract inflation and areas of higher risk such as utilities. We have also increased the contingency allocation which for 2022/23 is £0.3m linked to both pay and inflation risks.
- b) Payroll projections have increased due to upward pressure on both national insurance contributions and employee pay and the 2022/23 figure includes 1.75% from 2021/22.
- c) The next triennial valuation of the pension fund is due in 2022 and will cover the period 2023/24 to 2025/26. For the budget, we have assumed the same employer's contribution rate of 17.6% and annual deficit payment of £918k.
- d) Cash investment returns are based on projections consistent with the Council's Capital and Investment Strategy and are reduced at the start of the MTFS period due to expectations on low base rates of interest but anticipates a slight improvement by 2026/27.
- e) Tax base increases have been recalculated for 2022/23. The projections for 2021/22 reflected the impact of Covid such as increased Council Tax discounts and to reflect the delay in housing developments and current estimates suggest that the actual tax base was not as badly affected as was estimated. As a result, the increase in tax base for 2022/23 is 2.55%. Later years reflect normal anticipated growth in housing within the Borough at 2%.

3. FINANCIAL RESOURCES

3.1 The proposals for Local Government funding (i.e., Fairer Funding and Business Rates) have again been delayed by the impact of Covid. It has not yet been announced when the Fairer Funding review will now take place, but it is assumed this will be at least 2023/24. It has also not been confirmed by Government when the reforms to Business Rates will take place, but it is assumed that the earliest a reset would take place is from 2023/24. Consultation on the future of New Homes Bonus took place earlier in 2021 and it was announced in the draft settlement that for 2022/23 only the Council would receive an additional £0.934m. It has not yet been confirmed if there will be any replacement for NHB from 2023/24 onwards. Delays to the reforms continue to add further uncertainty over funding within the period of this MTFS with only one year of funding currently certain and makes planning for the medium term even more difficult.

3.2 This section of the report outlines the resources available to the Council: 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 Business Rates receipts for 2021/22 were difficult to estimate due to uncertainty surrounding the impact of Covid. The Council would ordinarily make assumptions reflecting experience to date with regard to the award of additional reliefs, successful ratings appeals and government policy changes. However additional Covid related reliefs were announced by Government which had a significant impact on the Business Rates receipts, albeit compensated by grants. Similar proposals have been announced for 2022/23 which will again be compensated by additional grants.

Covid has impacted the progress on the Government's proposals for structural financial reform. There are now further delays in implementing a new funding system and the proposals for 75% Business Rates retention now look unlikely to go ahead due to the Government's levelling up agenda.

Ratcliffe-on-Soar Power Station has been a potential risk to the Council due to the proportion of Business Rates attributable to it and the likelihood of business rates appeals. Despite the fact that the proportion has reduced over the last few years the Power Station still makes up a reasonable proportion of the tax base at 8.34% (£2.94m) with the Council's exposure around £1.18m. In January the Council was notified that an appeal by the Power Station to the Valuation Office had been settled with an effective date of 01 April 2017. Whilst the Collection Fund has sufficient provision for appeals in relation to the Power Station for previous years, the appeal will have an impact on the Business Rates retained from the Power Station in the current year (2021/22) and going forward. The estimated annual loss to the collection fund is £1.32m (Council share £0.528m) and this reduction in income has been factored into the 2022/23 estimates. With other in-year adjustment there is a £0.3m reduction on the anticipated budget for Business Rates.

The Power Station is expected to cease production in 2024 and the Council had budgeted for the significant drop in income from 2024/25 therefore some of the impact of the loss has effectively been accelerated to 2022/23 and 2023/24 – 2 years sooner than originally planned.

The forecast for 2023/24 allows for a full reset of Business Rates (by central government) with the budget set at an estimated Baseline Funding level (the amount that the Council is expected to retain) plus 100% retained receipts from Renewable Energy properties. For 2024/25 and due to the anticipated closure of the Power Station in 2024, the Council has been prudent and budgeted at safety net (the minimum that the Council would receive in Business Rates receipts) plus 100% retained receipts from Renewable Energy properties.

Further to the uncertainties above there is an added complication in relation to the plans for a Freeport, the boundaries of which include part of the Power Station. Effectively the whole of the power station site will transfer to the Freeport for the purpose of business rates that are collected. The expectation is that there will be a 'no detriment' agreement meaning that the Council will be compensated for any lost Business Rates that may accrue in the future and subsequently the budget has therefore not changed as a result of the Freeport proposals.

Due to the changes announced in business rates reliefs in response to Covid in 2020/21 and 2021/22 and the power station appeal, the collection fund is currently in a deficit position (£4.317m). The recovery of the deficit is included in the 2022/23 net budget position and is offset by a release from the Collection Fund Reserve which was created during 2020/21 and further increased in 2021/22 from S31 grants received to compensate for the additional reliefs and further reliefs due in 2022/23. In essence this is a timing issue where the grants for business rates have been received in the General Fund in advance of being appropriated to the Collection Fund the following year which is when the deficit arises.

Government have announced a business rates relief scheme for 2022/23 to support local high street businesses as they recover from the pandemic. The scheme will provide eligible, occupied, retail, hospitality, and leisure properties with a 50% relief, up to a cash cap limit of £110,000 per business.

Government have also announced that there will again be a freeze on the Business Rates multiplier in 2022/23 (remaining at 49.9p) however CPI (normally used to set the multiplier) was higher and would have resulted in the multiplier being greater by 5.1p. The Council will be compensated for the lost yield in relation to this freeze which will be paid in the form of S31 Grant. This is included in the 2022/23 Retained Business Rates budget of £3.958m.

The impact in 2022/23 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 which will again change as a result of the Power Station

appeal. From 2023/24 onwards, if a new system of Business Rates is in place, a new pooling agreement is likely to be required to determine, for example, the relevant tier split between districts and Nottinghamshire County Council. We currently show no surplus from the Nottinghamshire Business Rates Pool as a prudent assumption and any surplus is treated as a ‘windfall’ and helps support corporate priorities going forward or if the Organisation Stabilisation Reserve is used, can help replenish this.

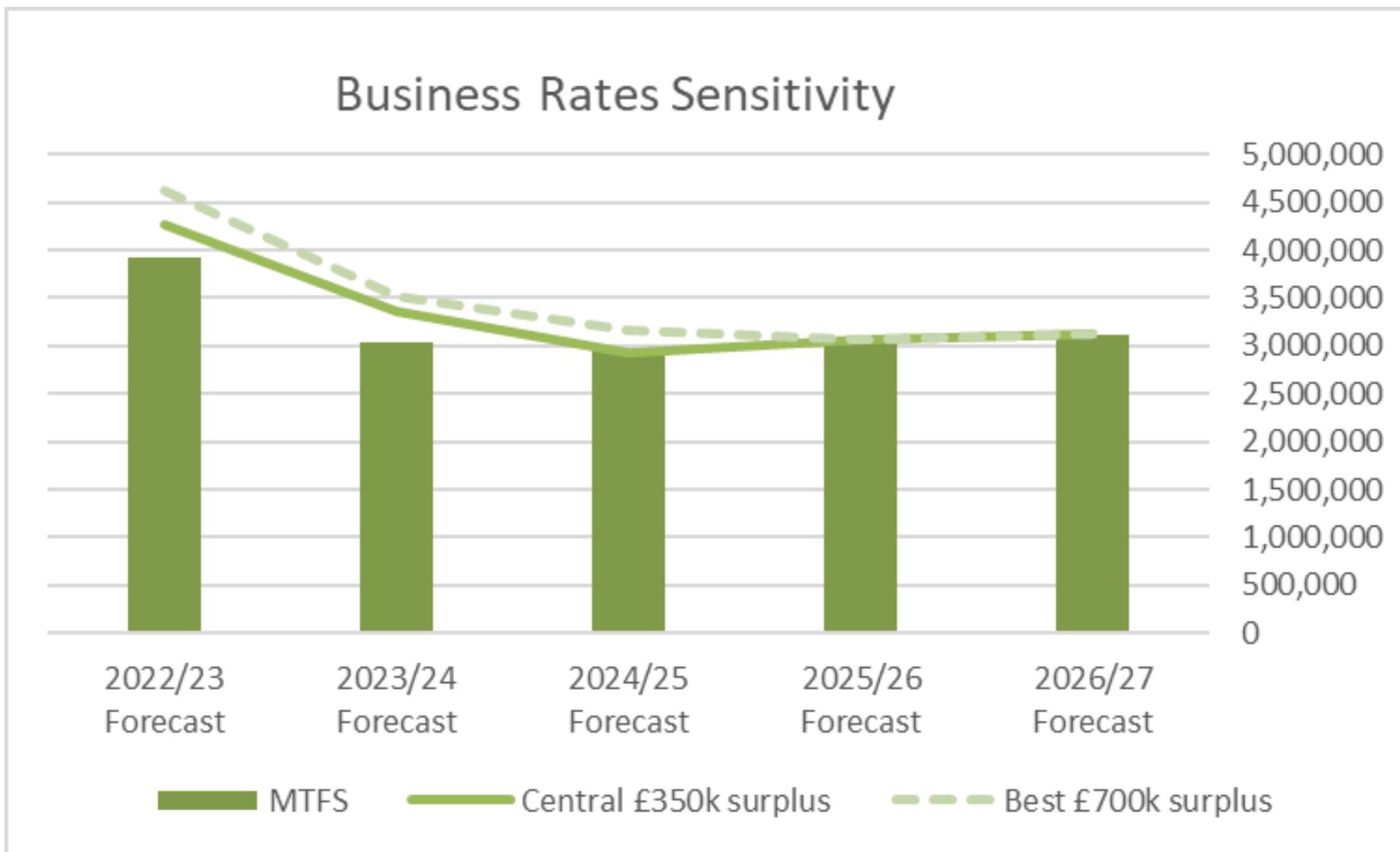
The forecast position on Business Rates is shown below.

Table 2 Business Rates

£'000	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Retained Business Rates	2,820	3,958	3,078	2,994	3,098	3,206
Increase/ (reduction)	(1,164)	1,138	(880)	(84)	104	108
Increase/ (reduction)	(29%)	40%	(22%)	(3%)	3%	3%
Forecast Business Rates (Surplus)/deficit and central pool surplus	4,000	4,317	0	0	0	0

Sensitivity Analysis

There is uncertainty surrounding Business Rates from 2023/24 and therefore the budget assumes full reset removing Business Rates growth resulting in a significant drop in income (baseline plus Renewable Energy receipts). However, there is an upside risk that the reset will see the baseline set at lower levels than expected meaning there would be the benefit of higher growth, the amount we could budget for ranging from £3.9m to £4.6m. From 2023/24 onwards there is also uncertainty surrounding the plans for the Freeport coupled with the closure of Ratcliffe-on-Soar Power Station (expected 2024) however as explained in section 3.3 it is not expected that the Freeport arrangements will have any effect on the Business Rates income due to ‘no-detriment’ arrangements. Subsequently we have therefore assumed for the MTFs that the Council will receive the minimum income (safety net plus renewable energy) for the remainder of the MTFs as a result of the Power Station closure. The Central and Best-case scenarios allow for a small amount of retained growth dependent upon the level of baseline at a reset. The graph below shows the potential variations in receipts (dependent upon estimated receipts from the Nottinghamshire pool surplus in 2022/23) over the MTFs with the uncertainty in later years reflected in budgeted assumptions remaining equal for all scenarios.



3.4 Council Tax

The Council no longer receives any Revenue Support Grant and is anticipating other income streams such as New Homes Bonus to reduce to zero by 2023/24 and aside from the additional one-year funding for 2022/23 (see section 3.7 below), there has not yet been any announcement on the results of the recent consultation regarding any future ongoing funding. The Government has assumed in future funding projections that Councils will take up the offer of increasing their Council Tax by the higher of 2% or £5 for a Council Tax Band D. The overriding Rushcliffe principle is that the Council aims to stay in the lower quartile for Council Tax. Due to increases in Special Expenses limiting the amount of increases the Council can apply, we have assumed an increase in Council Tax of £3.57 (2.42%) in 2022/23, £4.96 and £4.80 for 2023/24 and 2024/25 respectively, and thereafter £5 each year. A Council Tax freeze would result in a reduction of £162k in revenue. The Council's referendum limit calculation also includes Special Expenses and the combination of Rushcliffe's Council Tax and Special Expense together equates to a £5 increase on a Band D. The 2022/23 increase of 2.42% is below 2021/22 inflation levels.

The 2022/23 tax base has been set at 45,387.6 (an increase of 2.55%). The projections for 2022/23 have been based upon the current Council Tax base. Anticipated growth during 2022/23 has been calculated and included in the projections and thereafter we have assumed a 2% increase per annum. This will be reviewed as the Council looks to deliver its housing growth targets.

The Government announced last year that Billing Authorities would be required (by legislation) to 'spread' any deficits occurring in 2020/21 (as a result of reduced receipts from Covid). The anticipated deficit for Council Tax (occurring in the year) was approximately £1.4m (the Council's exposure is approximately £0.15m) which was subsequently spread over the three years 2021/22 to 2023/24 (£51k per annum). In-year variances (actual against anticipated surpluses or deficits) also affect the overall surplus/deficit to be recovered (reduced to £45k in 2021/22) For 2022/23 the overall net deficit is expected to be £48k.

The Government is not intending to reimburse Councils for losses incurred through Council Tax collections as was the case for 2020/21. However, the budget includes £24k grant income in both 2022/23 and 2023/24 to offset 2020/21 losses which were subject to spreading over 3 years.

The movement in Council Tax, the tax base, precept, and the Council Tax Collection Fund deficit are shown in Table 3 below.

Table 3. Council Tax

	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Council Tax Base (a)	44,259.60	45,387.60	46,295.35	47,221.26	48,165.68	49,129.00
Council Tax £:p (b)	£147.36	£150.93	£155.89	£160.68	£165.68	£170.68
£ Annual Increase	£4.62	£3.57	£4.96	£4.79	£5.00	£5.00
% increase	3.24%	2.42%	3.29%	3.07%	3.11%	3.02%
Gross Council Tax collected (a x b)	£6,522,095	£6,850,173	£7,216,888	£7,587,728	£7,980,311	£8,385,562
Increase in Precept	£243,294	£328,078	£366,715	£370,840	£392,583	£405,251
Council Tax(Surplus)/Deficit	£45,000	£47,600	£51,000	£0	0	0

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 2021/22, special expenses will be levied in West Bridgford, Ruddington and Keyworth.

Appendix 1, summarised in Table 4, details the Band D element of the precepts for the special expense areas. Special expense Band D tax amounts have decreased in Ruddington and Keyworth due to an increase in tax base whilst costs have remained broadly the same. The Band D amount for Keyworth has decreased by £0.11 (-3.23%) and Ruddington £0.18 (-4.5%). Expenditure in West Bridgford has increased due mainly to annuity charges for historical works in West Bridgford. There is an overall net increase to West Bridgford of £84k and an increase in the Band D charge of £4.26 (8.58%).

The budgets for the Special Expenses areas have been discussed at the West Bridgford Special Expenses and Community Infrastructure Levy group.

Table 4 Special Expenses

	2021/22		2022/23		
	Cost	Band D	Cost	Band D	
	£	£	£	£	% change
West Bridgford	712,600	49.65	796,400	53.91	8.58
Keyworth	9,200	3.41	9,200	3.30	-3.23
Ruddington	11,100	4.00	11,100	3.82	-4.50
Total	732,900		816,700		

3.6 Revenue Support Grant (RSG)

The Council no longer receives any RSG and this equates to £3.25m in lost income. The Council has mitigated the impact of this loss largely through its Transformation Strategy and Efficiency plan.

3.7 New Homes Bonus

The New Homes Bonus (NHB) scheme was intended to give clear incentive to local authorities to encourage housing growth in their areas. The Government will cease the New Homes Bonus (NHB) scheme in 2023/24 and consulted during 2021 on the potential future replacement of the NHB scheme. Whilst the outcome of this consultation and any potential replacement for the scheme has not yet been announced, the Council will receive £0.934m in addition to the legacy payment of £0.653m originally expected in 2022/23. The table below depicts the funding and cessation of the scheme by 2023/24.

Table 5 – New Homes Bonus

	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	£'000	£'000	£'000	£'000	£'000	£'000
New Homes Bonus Received in Year	(1,633)	(1,587)	0	0	0	0

3.8 Fees, Charges and Rental Income

The Council is dependent on direct payment for many of its services. The 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. Covid had a significant impact on the fees and charges receipts during 2020/21 and it was anticipated that the effects of the virus would continue into 2021/22 and 2022/23 and the budget assumed anticipated reductions in fees and charges of approximately 20% in 2021/22 and 10% in 2022/23. The majority of the losses budgeted related to Planning and Car Parking both of which have not experienced the losses that had been anticipated and subsequently the 10% reduction in budget in 2022/23 has been removed.

The Fees, Charges and Rental Income budget is shown in Table 6.

Table 6 – Fees, Charges and Rental Income

	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000
Car Parks	(683)	(852)	(852)	(852)	(852)	(852)
Licences	(308)	(277)	(277)	(277)	(277)	(277)
Non Sporting Facility Hire	(138)	(123)	(147)	(147)	(147)	(147)
Other Fees & Charges	(529)	(924)	(901)	(963)	(1,027)	(1,029)
Planning Fees	(957)	(1,317)	(1,317)	(1,317)	(1,317)	(1,318)
Rents	(1,797)	(1,922)	(2,027)	(2,047)	(2,047)	(2,047)
Green waste income	(1,400)	(1,400)	(1,400)	(1,587)	(1,587)	(1,587)
Service Charges	(302)	(353)	(354)	(354)	(354)	(354)
Total	(6,114)	(7,168)	(7,275)	(7,544)	(7,608)	(7,611)

Income assumptions are determined by a number of factors including current performance, decisions already taken and known risks and opportunities.

The budget for Other Fees and Charges sees a slight reduction in 2023/24 due to the loss of Land Charges income for which responsibility will transfer to the HM Land Registry. From 2024/25 onwards, estimated income increases due to the new Crematorium which is expected to open in autumn 2022. Garden Waste is normally increased on a cyclical basis every 3 years (last

increased in 2020/21) and the next planned increase is 2024/25. This takes account of future inflation and potential pressures linked to the environmental agenda which is likely to further increase costs such as vehicle purchases. Future increases will need to be considered and agreed by Members.

As explained in section 3.8 above, the car parking income budget was reduced for 2021/22 and 2022/23 due to reductions in usage caused by COVID. Usage of the council car parks has seen a faster recovery than anticipated leading to the 2022/23 budget being reinstated to pre-covid levels. There have been no further increases assumed for car parking charges as the Council continues to support local businesses and their recovery in a post Covid world.

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 which is consistent with the treatment of expenditure. Anticipated income from commercial property investment forms part of the Council's Transformation Strategy and Efficiency Plan.

3.9 Other income

In addition to fees and charges the Council also receives a range of other forms of income, the majority of which relates to Housing Benefit Subsidy (£13.254m) which is used to meet the costs of the national housing benefit scheme. Other Income is shown in Table 7 the majority of which is the Leisure Services contract. Interest on investments reflect assumptions based on balances available to invest and expected interest rates (see Appendix 5).

'Other Income' in Table 7 shows an increase year on year which reflects the planned receipts from the Leisure Contract to include Bingham Hub which is scheduled to open in summer 2022. Homelessness Prevention funding received in 2021/22 is now expected to continue for the foreseeable future and makes up a large proportion of the Other Government Grants line below.

Table 7 – Other Income

	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	£'000	£'000	£'000	£'000	£'000	£'000
Council Tax costs recovered	(156)	(163)	(179)	(179)	(179)	(179)
Council Tax/ Housing Benefit Admin Grants	(215)	(233)	(228)	(224)	(219)	(215)
Interest on Investments	(462)	(673)	(626)	(610)	(602)	(599)
Income from Other Local Authorities	(86)	(5)	(5)	(5)	(5)	(5)
Other Income	(396)	(678)	(875)	(942)	(993)	(1,025)
Recycling Credits	(180)	(200)	(200)	(200)	(200)	(200)
Other Government Grants	(120)	(302)	(300)	(300)	(300)	(300)
Sub Total	(1,615)	(2,254)	(2,413)	(2,460)	(2,498)	(2,523)
Housing Benefit Subsidy	(11,788)	(13,254)	(13,254)	(13,279)	(13,279)	(13,279)
Total Other Income	(13,403)	(15,508)	(15,667)	(15,739)	(15,777)	(15,802)

3.10. Summary

Table 8 – All sources of income

	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000
Retained Business Rates	(2,820)	(3,958)	(3,078)	(2,994)	(3,098)	(3,206)
Other Grant Income*	(1,130)	(271)	(164)	(164)	(164)	(164)
New Homes Bonus	(1,633)	(1,587)	0	0	0	0
Council Tax (RBC)	(6,522)	(6,850)	(7,217)	(7,588)	(7,980)	(8,385)
Council Tax (Special Expenses)	(733)	(816)	(835)	(861)	(864)	(875)
Fees, Charges and Rental Income	(6,114)	(7,168)	(7,275)	(7,544)	(7,608)	(7,611)
Other income	(13,403)	(15,508)	(15,667)	(15,739)	(15,777)	(15,802)
Transfers from Reserves**	(3,034)	(2,619)	(1,108)	(753)	(661)	(216)
Total Income	(35,389)	(38,777)	(35,344)	(35,643)	(36,152)	(36,259)

* The Lower Tier Grant (£107k) is the second year of a new grant with the purpose of supporting services such as leisure services and looks to partially rebalance the impact of the loss of New Homes Bonus (the other grants are Covid linked). For 2022/23 the Council has been allocated £164k Services Grant. This will contribute towards the increase in employer National Insurance Contributions and pay pressures.

** The transfer from reserves in 2022/23 includes the mitigation of the budgeted deficit in Business Rates referred to in section 3.3 above and from 2023/24 the net transfer from reserves reduces as it is not anticipated that further large deficits will be funded by grants in this way. The net transfer from reserves also incorporates the £1.3m per annum payment for the Arena, Bingham Hub, and the Crematorium in relation to Minimum Revenue Provision (MRP). The position on reserves is shown in Section 6.

4. 2022/23 SPENDING PLANS

- 4.1 The Council's spending plans for the next five years are shown in Table 9 and take into account the assumptions in Section 2. As Transformation Programme Savings/Growth projects are delivered (e.g., Bingham Hub and the Crematorium) the spending profile will change.

Table 9 – Spending Plans

	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	£'000	£'000	£'000	£'000	£'000	£'000
Employees	10,697	11,437	11,824	12,031	12,339	12,559
Premises	1,008	1,144	1,103	1,106	1,109	1,112
Transport	926	1,030	1,046	1,048	1,053	1,058
Supplies & Services	3,763	4,220	4,206	3,993	3,883	3,773
Transfer Payments	11,773	13,219	13,229	13,254	13,254	13,254
Third Party	2,811	2,915	2,954	3,018	3,084	3,098
Depreciation	1,768	1,768	1,768	1,768	1,768	1,768
Capital Financing	45	0	0	0	0	0
Gross Service Expenditure	32,791	35,733	36,130	36,218	36,490	36,622
Reversal of Capital Charges	(1,768)	(1,768)	(1,768)	(1,768)	(1,768)	(1,768)
Collection Fund Deficit	4,045	4,365	51	0	0	0
Minimum Revenue Provision	1,074	1,293	1,293	1,293	1,293	858
Overall Expenditure	36,142	39,623	35,706	35,743	36,015	35,712

4.2 Explanations for some of the main variances above are:

- Employee costs reflect a 3.75% award (the cumulative impact of 1.75 % in 2021/22 and 2% 2022/23) and 2% thereafter and 1.25% in National Insurance Contributions.
- Premises include an assumption of inflation of 35% in 2022/23 reducing by 15% in 2023/24, in relation to utilities and rising fuel prices.
- Transport costs include an increase of £75k for fuel due to general price increases and pressures in the current environment and an increase in vehicle repairs due to ageing waste collection vehicles of £25k.
- Supplies and services most significant increases in 2022/23 are due to; increased budget provision relating to the redevelopment of the power station site / Freeport £165k (funded from reserves) and an increase in general contingencies £168k to £300k.
- Transfer Payments were expected to reduce in 2021/22 due to expectations of reduced housing benefit claims as a result of the move to Universal Credits (handled by the Department for Work and Pensions (DWP)). This reduction was not as significant as expected and therefore estimates have been based on current caseload and the DWP handling working age claims under Universal Credits.
- Capital Financing costs (interest on borrowing) have been removed from the budget from 2022/23 onwards as there is currently no expectation that the Council will need to externally borrow during this MTFS periods.
- The £4.365m Collection Fund deficit relates to Business Rates (£4.317m Table 2); the deficit arising at outturn in 2020/21 and 2021/22 as a result of additional reliefs granted to leisure, hospitality, retail, and childcare; and the deficit arising in 2021/22 as a result of a successful appeal from the power station and a small Council tax deficit of £48k (Table 3). Additional business support grants have been received during the year which will be appropriated to reserves to cover this deficit. The release of this grant is included in the net transfer from reserves in Table 8 above.
- Minimum revenue Provision (MRP) increases in 2022/23 to reflect the internal borrowing requirement for The Crematorium, Bingham Hub and Cotgrave Masterplan.

4.3 As with 2021/22 the Council will again receive £163k in Homelessness and Rough Sleeping funding from the Government. This grant will continue to fund two posts supporting housing options and homelessness prevention and provides a prevention fund to assist with rent deposits or advances to secure private rented accommodation for those at risk. It also includes provision for a Street Outreach initiative to assist rough sleepers and grants to support homelessness provision, education, and advice.

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 10 – Budget Requirement

	2021/22 Estimate £'000	2022/23 Estimate £'000	2023/24 Estimate £'000	2024/25 Estimate £'000	2025/26 Estimate £'000	2026/27 Estimate £'000
Total Income	(35,389)	(38,777)	(35,344)	(35,643)	(36,152)	(36,259)
Gross Expenditure	36,142	39,623	35,706	35,743	36,015	35,712
Net Budget Position (Surplus)/Deficit	753	846	362	100	(137)	(547)
Revised Transfer (From)/ to Reserves	(3,787)	(3,465)	(1,470)	(853)	(524)	331

page 51

- 5.2 The above shows a budget deficit in 2022/23 of £0.846m, deficits of £0.362m and £0.100m in 2023/24 and 2024/25 respectively. The £0.846m deficit is a result of the power station appeal and will be funded from the Organisation Stabilisation Reserve. It is anticipated that from 2025/26 the budget will move into a surplus position as a result of the Crematorium and Bingham Hub which will then be used to replenish the reserve, the total for the period being a deficit of £0.624m. In-year budget efficiencies will be appropriated to the Organisation Stabilisation Reserve to reduce this residual deficit and restore the reserve to original levels. Due to the current uncertainty surrounding Business Rates the budget does not include any surplus from the Nottinghamshire Pool. Any surplus arising will be transferred to the Organisation Stabilisation Reserve to further reduce the use of reserves for the 2022/23 deficit and mitigate the risks going forward on Business Rates, from reforms and the loss of the Power Station, or to support any other priorities arising during 2022/23.
- 5.3 Section 7 covers the Transformation Programme - including the use of reserves, balancing the budget for 2022/23 and future financial pressures.

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, taking into account current and future risks. This has included an assessment of risk registers, pressures upon services, inflation, and interest rates.
- 6.2 Table 11 details the estimated balances on each of the Council's specific reserves over the 5-year MTFS. This also shows the General Fund Balance. Total Specific Reserves reduce from £20.9m to £12.1m (21/22 – 26/27). **Appendix 6** details the movement in reserves for 2022/23 which also includes capital commitments. This shows a reduction from £20.9m to £15.8m (2021/22 to 2022/23) primarily reflecting the release of £3.7m to offset the Collection Fund deficit in 2022/23 (from the recently created Collection Fund Reserve and £0.846m from the Organisation Stabilisation Reserve to fund the remaining impact of the power station business rates appeal (mentioned in Section 3.3). In addition, the sum of £2.293m is required to be released from the NHB Reserve. Of this, £1.293m will offset the impact of the MRP charged in the year. A further £1m from New Homes Bonus is earmarked to be used to support the acquisition of a Traveller Site. The latter is necessary given a requirement of the Local Plan and if a site is not provided means the Council is susceptible to random traveller planning applications across the Borough.
- 6.3 The Climate Change Action Reserve remains despite the pressures of Covid. The reserve will be topped up in 2022/23 by £0.2m and will support projects that contribute to the Council's ambitions to protect and enhance the environment including the reduction of its carbon footprint. A balance of £0.970m will be available and will be allocated as projects get approved. £30k has been earmarked for enhancement works at Rushcliffe Country Park (Photovoltaic Panels and a new heat pump). From the original £1m reserve established, £0.2m was transferred to the Freeport Reserve. The East Midlands Development Corporation will support partnership working to deliver transformational infrastructure and economic development projects. Rushcliffe's Freeport Reserve will be utilised over 3 years to support the work with a contribution of £0.165m each year. This will leave a balance of £0.2m, appropriated to the reserve in 2022/23. Cabinet have also taken the opportunity, given the favourable 2021/22 revenue position, to propose a new £1m reserve towards vehicle replacement, to help future proof key frontline services such as refuse collection; and that they use the latest carbon reduction technology.
- 6.4 It is important that the level of reserves is regularly reviewed to manage future risks. The projections are based on current understanding regarding New Homes Bonus receipts. All the 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 Reserve (to meet special expense capital commitments). The release of reserves will be constantly reviewed in order to balance funding requirements and the potential need to externally borrow to support the Capital Programme.

6.5 It should be noted that in the professional opinion of the Council's Section 151 Officer, the General Fund Reserve position of £2.6m is adequate given the financial and operational challenges (and opportunities) the Council faces.

Table 11 – Specific Reserves

	Balance 31.03.21 £'000	Balance 31.03.22 £'000	Balance 31.03.23 £'000	Balance 31.03.24 £'000	Balance 31.03.25 £'000	Balance 31.03.26 £'000	Balance 31.03.27 £'000
<i>Investment Reserves:</i>							
Regeneration and Community Projects	1,887	1,887	2,035	2,198	2,375	2,557	2,749
Sinking Fund - Investments	212	376	201	451	641	896	611
<i>Corporate Reserves:</i>							
Organisation Stabilisation	3,786	2,963	2,117	1,755	1,655	1,792	2,339
Collection Fund S31	5,990	3,731	24	0	0	0	0
Climate Change Action	800	800	970	970	970	970	970
Freeport Reserve	400	330	365	200	200	200	200
Vehicle Replacement	0	1,000	1,000	1,000	1,000	1,000	1,000
Risk and Insurance	100	100	100	100	100	100	100
Planning Appeals	350	350	350	350	350	350	350
Elections	100	150	200	50	100	150	200
<i>Operating Reserves:</i>							
Planning	209	209	170	131	44	44	44
Leisure Centre Maintenance	111	7	7	7	7	7	7
Total Excluding NHB Reserve	13,945	11,903	7,539	7,212	7,442	8,066	8,570
New Homes Bonus	8,420	8,979	8,273	6,980	5,687	4,394	3,536
Total Earmarked Reserves	22,365	20,882	15,812	14,192	13,129	12,460	12,106
<i>General Fund Balance</i>	2,604	2,604	2,604	2,604	2,604	2,604	2,604
TOTAL	24,969	23,486	18,416	16,796	15,733	15,064	14,710

7. THE TRANSFORMATION STRATEGY AND EFFICIENCY STRATEGY

7.1 For the past 7 years the Council has successfully implemented a Transformation Strategy and supporting Transformation Programme (this is also the Council's efficiency strategy). This drives change and efficiency activity and is a vehicle to deal with the scale of the financial challenges the Council faces. An updated Transformation Strategy and Programme are provided in **Appendix 3**, this also includes an Appendix on the Council's approach to commercialism. 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 challenge, scrutiny etc; 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 12.

Table 12 – Savings targets

	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	£'000	£'000	£'000	£'000	£'000	£'000
Gross Budget Deficit excluding Transformation Plan	5,191	5,685	5,637	5,744	5,406	4,947
Cumulative Savings in Transformation Plan	4,185	4,512	4,902	5,237	5,349	5,381
Gross Budget Deficit/(Surplus)	1,006	1,173	752	435	(25)	(515)
Additional Transformation Plan savings	(253)	(327)	(390)	(335)	(112)	(32)
Net budget Deficit/(Surplus)	753	846	362	100	(137)	(547)
Cumulative Transformation Target (Appendix 3)	(445)	(772)	(1,162)	(1,497)	(1,609)	(1,641)

7.3 For a second year the Council's financial position has been impacted by the legacy of Covid. In addition to this the Government have implemented tighter restrictions on how Councils can generate additional income, limiting borrowing for wider projects dependent upon capital spending proposals and excluding borrowing from the PWLB where capital spend is solely for commercial gain. The Council will continue to look at alternative ways for commercialism to reduce the funding gap. The Council has continued

to constrain spending and increase income where possible and continues to review how it delivers its services for potential efficiency savings. The negative impact of Covid means that the Council has a need to draw on reserves in 2023/24 and 2024/25 however projections currently show that the reserves can be replenished by the end of this MTFs. Significant asset investment projects, particularly the development of a Crematorium and the Bingham Leisure Hub make a significant financial contribution to these projections in addition to delivering both socio-economic benefits, but they are not without their own project risks. Both of which are expected to complete during 2022/23 and together are expected to generate over £1m of budget efficiencies, per annum, by the end of this MTFs period.

7.4 The Council must continue to review its existing transformation projects on an on-going annual basis. The current Transformation plan focuses mainly on the two large projects identified above and the challenge moving forward will be to keep momentum and identify projects that will contribute to savings in the future. Officers continue to seek efficiencies wherever possible and look for wider projects to improve value for money. As can be seen at Table 12 over the five-year period £1.196m of expected efficiencies have been identified. The current transformation projects which will be worked upon for delivery from 2022/23 are given at **Appendix 3**.

7.5 The Council has during 2021/22 looked to cease its investments in commercial property and as such the income receipts are not expected to significantly increase from 2022/23 onwards.

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. Further commentary on the higher-level risks is given below the table.

Table 13 - Key Risks

Risk	Likelihood	Impact	Action
The Council is unable to balance its budget and the budget is not sustainable in the longer term as a result of Covid.	Low	High	Going concern report presented to Governance Group to confirm that the Council has sufficient reserves to withstand the short-term financial shock as a result of Covid.
Fluctuation in Business Rates linked to the impact of Covid, business appeals and in particular the power station and a decline in the retail sector	High	Medium	Growth plans and accurate monitoring, lobbying central government, potential alternative use of the power station site, increase in S31 grants to offset additional Business Rate reliefs. Playing an active role supporting the Development Corporation with a £0.5m reserve created and the potential for a Freeport. Growth Boards will also help support the business community. Budget at safety net position for future years and we achieve our central case predictions this will reduce the need to utilise reserves. No evidence that Covid has affected business rates collection rates but continue to monitor. Use of reserves as necessary to mitigate 'one-off shocks'
Central Government policy changes e.g., Fairer Funding, changes to NHB and Business Rates reset leading to reduced revenue. Environmental policy changes with regards to waste will create future financial pressures	High	Medium	Engagement in consultation in policy creation and communicating to senior management and members the financial impact of changes via the MTFs. Budget at safety net position in years of uncertainty.

Risk	Likelihood	Impact	Action
The Council does not achieve Council Tax income levels as projected in the MTFS and linked to Government referendum limits and Special Expenses. Covid impacts upon levels of Council tax collected	Medium	High	Continue to monitor government policy and lobbying. Budget workshops for members so they are clearly informed regarding the impact of alternative decisions. Monitor and report on Special Expenses. Continue to monitor Council Tax collection.
Inadequate capital resources	Medium	Medium	Proportionate spending and sale of surplus assets and ongoing review of assets (last reported to Cabinet in 2021), maximising pooled funding opportunities e.g., DFGs, external funding such as LEP funding, managing the impact of reducing NHB and reporting of new schemes that may come to fruition. The need to revisit the Council Tax strategy to meet the cost of capital, along with cost efficiencies and raising income. Borrowing when necessary.
Fee income volatility linked to Covid, for example number and size of planning applications, the impact on leisure provision.	High	Medium	Engagement in consultation in policy creation. Review of potential increases to fees and charges on an annual basis. Ensure future changes are built into the MTFS.
Inflationary pressures, particularly pay and utility costs. Pay rises are linked to the outcome of national negotiations and whether they are adopted locally.	Medium	Low	Budget reporting processes and use of budget efficiencies and reserves. Budget set to include latest assumptions on inflationary increases. Additional contingency for pay and inflationary pressures.
Pensions triennial revaluation and the potential increase to pension contributions	High	Medium	To be aware of actuary's report and implications. Risks affected by local demographics and the impact on interest rates and share prices of international economic conditions. The Covid impact to be assessed at the next valuation. Also, the ability to influence central government policy on the Local Government scheme. Budget impact reflected in the MTFS

Risk	Likelihood	Impact	Action
Variable demand for services given the potential impact of Covid on housing and businesses in the Borough	Medium	Medium	A robust performance management framework
Failure to deliver the required Transformation Strategy and in particular projected savings/costs from larger projects such as the Crematorium and Bingham Leisure Hub.	Low	High	Effective programme and project management
The impact of wider economic conditions (particularly Covid) on interest rates, the property market, impacting on investments and any future borrowing	High	Medium	Advice from the Council's treasury advisors, and more investment diversification with a wider range of institutions and property investment diversification. Monitoring borrowing rates. Prudent assumptions in the MTFS.
The impact of changes to accounting standards upon leases	High	Low	Monitor the impact of IFRS16 on Council budgets and CFR based on the reclassification of Leases. Implementation 1 April 2022. Assess and monitor impact on new leases.
Environmental Agenda Impact on both revenue and capital budgets	High	Medium	Creation of Climate Change Action Reserve £1m ongoing review of significant projects and outcome of scrutiny review. A new vehicle replacement reserve which will help fund, for example, electric vehicles
Streetwise transfer in-house with performance to be maintained and improved and revenue and capital risks and opportunities	High	High	Potential transfer of Streetwise service back in-house. Risk of requirement for additional resources but also potential for transformational efficiencies. Monitor and project manage. Update reports to Cabinet through usual financial reporting arrangements
Traveller's site located to accord with the Local Plan and avoid unplanned traveller pitches throughout the Borough	Medium	High	Site identification, financial implications to be determined and reported in further Cabinet reports, £1m in Capital Programme.

8.2 The Covid pandemic has resulted in an unprecedented impact on health, wellbeing, and the economy both nationally and locally. This is highlighted in the risks above and the resultant impact on the Council's budget from anticipated reductions in income, impact on leisure costs and use of the Council's Organisation Stabilisation Reserve.

8.3 The changing environment of local authority finance means that the Council is facing increasing risks and uncertainty in respect of available resources particularly as recent settlement announcements have been limited to one year only. While predicting and controlling the level of external funding resources remains a challenge, wherever possible the Council uses its budget management processes, reserves and general balances to mitigate these risks. Such pressures will also be mitigated through changes in service delivery and the use of assets. For example, our commercial property acquisitions not only deliver a rental income in excess of that available to the Council through treasury management investments, but also we aim for appreciating asset values and generating economic growth. The Council has diversified its property portfolio, in terms of geographical location and asset use. A combination of capital demands and risks surrounding the property market means the Council's direction has changed with a focus on projects in the Borough. Due to recent changes in PWLB loan criteria, the Council's capital programme does not include any investments that are purely for financial return. The Council continues to maximise its returns from its existing investments by regularly reviewing the performance of its commercial property and a report was scrutinised at Governance Scrutiny Group and Cabinet in November 2021.

8.4 The MTFS presents deficits from 2022/23 to 2024/25 which are funded using the Organisation Stabilisation Reserve. The budget then moves into a surplus position when the reserves will be partially replenished. Reserves are necessary to protect the Council from risks in relation to uncertainty concerning government funding and the Business Rates system and delivering the Council's Transformation Programme. Covid highlighted the importance of holding adequate reserves as the Council was able to continue delivering services to its residents throughout the pandemic. There is a current climate of an unprecedented level of funding uncertainty (notwithstanding those related to Covid). In this regard it should be noted that particular risks exist with regards to:

- Resetting Business Rates Baseline – this could result in most or all of the growth being removed and result in a significant drop in retained income from Business Rates.
- The Power Station is due to be de-commissioned in 2024. Whilst the proportion of Business Rates applicable to the Power Station has reduced in recent years (and impact accelerated by the recent successful appeal) the closure will ultimately impact upon the Business Rates income potentially undermining any benefits the Council may gain in Business Rates from business growth. Furthermore, the Government remains committed to supporting the retail sector and in the future, this is likely to lead to changes to the whole Business Rates system although any reforms are now unlikely to occur before 2023/24.
- Businesses were revalued in 2017 with a further revaluation now planned for 2023. There have also been further reliefs announced for 2022/23 for the retail, hospitality, and leisure sectors as the impact of Covid continues

- There is also upside Business Rates risk dependent on the resilience of local businesses and if business rates income achieves the central case then this will significantly reduce the need for the use of reserves. This is mostly dependant on growth and surplus from the Business Rates Pool.
- New Homes Bonus - as identified at paragraph 3.7, the Government intends to cease the New Homes Bonus (NHB) scheme in 2023/24. There may be a replacement scheme which gives an opportunity for further funding however there has not, at the time of writing, been any announcement following the consultation last Spring.
- Special Expenses – as highlighted in section 3.5 the Council’s ability to raise Council Tax without referendum is affected by the charges for Special Expenses as both are included for the purposes of calculating the referendum trigger. Potential future increases in annuity charges in the Special Expense may put pressure on the ability to raise sufficient Council Tax if the projected tax base increases do not materialise or increase at a rate lower than required increases in budget.

9. CAPITAL PROGRAMME

- 9.1 Officers submit schemes to be included in a draft Capital Programme, which also includes on-going provisions to support Disabled Facilities Grants and investment in Social Housing. This draft programme is discussed by EMT along with supporting information and business cases where appropriate with the big projects and the overall financial impact reported to Councillors in Budget update sessions. The draft Capital Programme continues to be further refined and supported by detailed appraisals as set out in the Council's Financial Regulations. These detailed appraisals are included at **Appendix 4** along with the proposed five-year capital programme which is summarised at Table 14. This remains an ambitious programme totalling £27.4m for 5 years.
- 9.2 The Council's five-year capital programme shows the Council's commitment to deliver more efficient services, improve its leisure facilities and enable economic development. Against a background of financial challenge as a result of Covid, the strength of the Council's financial position is such that it continues to support economic growth and recovery in the Borough. The Programme is approved for the five-year period and allows flexibility of investment to enhance service delivery, provide widened economic development to maximise business and employment opportunities and for investment to go between years as long as the value of the five-year programme is not exceeded for each scheme. The programme is reviewed by Full Council as part of the budget setting process. A major focus of the Capital Programme is to improve services, be transformative and generate revenue income streams to help balance the Council's MTFs. Significant projects in the Capital Programme include:
- a) A total provision of £20m has been included in this and previously published Capital Programmes for the continued development of Bingham Hub. There is a £2m balance in 2022/23 to meet final costs. This will ensure there are new leisure facilities (including a Community Hall) to replace the existing Bingham Leisure Centre and new office units to expand business and employment opportunities. The build is well underway and it is planned that the centre will open in late summer 2022.
 - b) £8.5m has been included in total to provide a new Crematorium in the Borough. Of this, £3m has been brought forward from 2021/22 to 2022/23 to meet final build and fit out costs.
 - c) The provision for Support to Registered Housing Providers has benefitted significantly from Planning Agreements monies arising from Land North of Bingham. RBC is due up to £3.8m (£2.3m has already been received and the balance is due May 2022). This sum, together with the balances of other Planning Agreement monies and capital receipts set aside for Affordable Housing gives a total sum available of £5.240m split 50:50 between 2022/23 and 2023/24. Options for commitment of these sums are being assessed.
 - d) £1.710m over the 5 years for investment in the upgrade of facilities at leisure centres. There are: planned refurbishments to changing villages; floor replacement; roof enhancements; and upgrades for plant and lighting. Schemes are considered in the light of the Leisure Strategy and are aimed at maintaining excellent standards of leisure provision.
 - e) £1m has been included in 2022/23 for the acquisition of a Traveller Site in the Borough. This is to meet requirements of the Local Plan (as mentioned in the Reserves Section).

- f) Information Systems Strategy (£0.23m plus a four-year rolling programme to give a total of £1.22m) will ensure that the Council keeps pace with new technologies, protects itself against cyber-attacks and continues to modernise services and deliver 'channel shift' in an increasingly virtual world.
- g) On-going vehicle replacement programme (£3.751m over the next five years).
- h) Disabled Facilities Grants (DFGs) provision of £0.530m has been provided each year but there may be further funding announced and this is subject to change when the formal Better Care Funding (BCF) allocations are approved. Other schemes in the programme supported by BCF include discretionary DFGs, Assistive Technology (Home Alarms), and Warmer Homes on Prescription.
- i) Ongoing provisions of £0.15m per annum to provide market loan facilities for Streetwise Environmental Ltd to support their vehicle replacement programme.
- j) To facilitate the provision of a Community Facility in Edwalton, £0.5m has been included. Options are being explored for funding with any balance being subject to Special Expense annuity charges.
- k) Some smaller sums have been included to enhance our land and buildings and investment property portfolios. In particular, £0.320m for enhancement work to West Park Buildings and these will be subject to annuity charges repayable through the West Bridgford Special Expense.
- l) A Contingency sum of £0.15m has been included in 2022/23 dropping to £0.1m for future years, to give flexibility to the delivery of the programme and to cover unforeseen circumstances.
- m) Expected total 'internal' borrowing, including 2021/22, totals £11m. Given the projected level of the Council's cash balances at March 2022, it is anticipated external borrowing is not required (in the medium term). The timing and incidence of actual external borrowing will be affected by any slippage in the capital programme, unexpected capital funding (for example capital receipts), and cash balances and this is reflected in the capital financing requirement shown at table 2 of the Capital and Investment Strategy (Appendix 5).

Table 14 – Five-year capital programme, funding, and resource implications

CAPITAL PROGRAMME 2022/23 – 2026/27

	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	5 Year
	Current Estimate	Indicative Estimate	TOTAL				
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
EXPENDITURE SUMMARY							
Development and Economic Growth	21,078	7,085	360	225	130	610	8,410
Neighbourhoods	5,306	6,226	5,615	2,090	1,340	1,225	16,496
Finance and Corporate	838	530	480	530	480	500	2,520
Total	27,222	13,841	6,455	2,845	1,950	2,335	27,426
FUNDED BY							
Usable Capital Receipts	(8,092)	(8,921)	(4,127)	(1,940)	(1,110)	(955)	(17,053)
Government Grants	(3,360)	(695)	(695)	(695)	(695)	(695)	(3,475)
Use of Reserves	(399)	(1,605)	(150)	(210)	(145)	(685)	(2,795)
Grants and Contributions	(530)	0	0	0	0	0	0
Section 106 Monies	(3,841)	(2,620)	(1,483)	0	0	0	(4,103)
Internal Borrowing and Borrowing	(11,000)	0	0	0	0	0	0
Total	(27,222)	(13,841)	(6,455)	(2,845)	(1,950)	(2,335)	(27,426)
RESOURCES MOVEMENT							
Opening Balances:	7,362	7,595	7,528	5,031	6,085	5,731	
Projected Receipts:	15,455	13,774	3,958	3,899	1,596	1,610	
Use of Resources:	(16,222)	(13,841)	(6,455)	(2,845)	(1,950)	(2,335)	
Balance Carried Forward:	6,595	7,528	5,031	6,085	5,731	5,006	

page 63

9.3 The Council previously allocated £20m to the Asset Investment Strategy within its Capital Programme. Just over £16m of this has been utilised for investment opportunities, asset acquisitions, and development of office/industrial/retail units which will secure strong future income streams to support the revenue budget. The remaining balance of £3.8m was taken out of the programme in direct response to the changes in access for PWLB borrowing whereby it is no longer allowable to borrow for yield (or financial return).

- 9.4 The Council's capital resources are slowly being depleted to fund the Capital Programme. It is projected that capital resources will be in the region of £5m at the end of the five-year life of the Programme. This comprises: £4.367m Earmarked Capital Reserves; £0.390m Capital Receipts and £0.250m minor capital grants and contributions. The level of Capital Receipts will slowly be replenished but will only significantly increase if major assets are identified for disposal in the future, given the extent of future capital commitments.
- 9.5 Projected capital receipts over the course of the MTFS include:
- A further £7m from the Sharphill Overage Agreement (£12m already received);
 - Sale of land in Cotgrave: approximately £7m;
 - Disposal of the old Depot Site, approximately £4.8m; and
 - Over £1.4m in repaid loan principal from Nottinghamshire County Cricket Club and Streetwise.
- 9.6 The capital resources position should be viewed in the context of funding the completed redevelopment of the Arena. This scheme was part funded by use of the Council's reserves and the remainder through internal borrowing. It is planned to repay this 'internal debt' from the future income stream provided by New Homes Bonus, subject to the risks highlighted in Sections 3.7 and 8.4.
- 9.7 The following significant capital grants and contributions will be used to support the funding of the proposed capital programme:
- £4m from Planning Agreements for off-site affordable housing. £3.8m of this comes from a new S106 for Land North of Bingham;
 - £1.65m Sustainable Urban Development (SUD) funding to support the development of new offices in Bingham part of which will be applied to meet 2021/22 expenditure (£0.75m of Growth Development Fund grant from the Local Enterprise Partnership (LEP) has been previously applied for the offices plus £0.174m from LEP to support the Community Hall element of Bingham Leisure Hub); and
 - An estimated £0.695m per annum from the Better Care Fund to deliver Disabled Facilities Grants, Discretionary Top-up Grants, and Assistive Technology (Home Alarms).

10. TREASURY MANAGEMENT

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

Table 15 – Treasury Assumptions

	2022/23 Estimate	2023/24 Estimate	2024/25 Estimate	2025/26 Estimate	2026/27 Estimate
Anticipated Interest Rate (%)	0.5	0.75	1	1.25	1.25
Expected interest from investments (£)	(592,300)	(554,000)	(545,900)	(542,700)	(539,800)
Other interest (£)	(81,000)	(72,000)	(64,000)	(59,000)	(59,000)
Total Interest (£)	(673,300)	(626,000)	(609,900)	(601,700)	(598,800)

- 10.2 CIPFA have just released new editions of the Treasury Management Code and Prudential Code (20th Dec 2021). Some changes in the Prudential Code come into immediate effect, namely an authority must not borrow to invest primarily for financial return. Authorities may, however, defer introducing revised reporting requirements until 2023/24 (these include changes in capital strategy, prudential indicators, and investment reporting). There is no effective date stipulated for the Treasury Management Code but where possible these changes are reflected in the strategy. The Council does not currently have any investments in the Capital Programme that meet this definition and therefore should not be restricted in future borrowing from the PWLB.
- 10.3 The CIS covers the Council's approach and risk management with regards to commercial assets. It documents the spreading of risk across the size of individual investments and diversification in totality across different sectors. As a result of recent changes to the code as detailed above, the Council has recently shifted its focus from acquisitions of commercial assets to maximising the returns from its existing portfolio. The Council undertakes regular performance reviews on the assets with the most recent review reported to Cabinet and Governance Scrutiny Group in November 2021.

11. OPTIONS

- 11.1 As part of its consideration of the budget, the 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. A review was undertaken in 2021/22 to assess the performance of the Council's existing commercial assets and their continued contribution to the Councils strategic aims. This will continue to be monitored and reported to scrutiny on a regular basis.
- 11.2 Instead of increasing its Council Tax by the higher of 2% or up to £5 the Council could freeze its Council Tax. Table 16 provides details of the impact on budgets of the recommended option of a £3.57 increase in 2022/23, £4.96 in 2023/24, £4.79 in 2024/25 and thereafter £5 increase against the 2 scenarios of a tax freeze or a 2% increase. If the Council chose to freeze its Council Tax, the income foregone in 2026/27 is £1.15m and over the 5-year period £3.213m.

Table 16: Alternate Council Tax Levels

£'000	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Band D £150.93 in 2022/23 Increase at £4.96 in 2023/24, £4.79 in 2024/25 and £5 each year thereafter – Recommended Option						
Total Council Tax Income	(6,522)	(6,850)	(7,217)	(7,588)	(7,980)	(8,385)

Total for Freeze (Band D £147.36)		(6,688)	(6,822)	(6,959)	(7,098)	(7,240)
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Total for 2% each year (Band D £150.31)		(6,822)	(7,098)	(7,384)	(7,683)	(7,993)
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Difference (£'000)	2022/23	2023/24	2024/25	2025/26	2026/27	Total
Freeze vs £5	(162)	(395)	(629)	(882)	(1,145)	(3,213)
2% vs £5	(28)	(119)	(204)	(297)	(392)	(1,040)

- 11.3 Other than the above options for Council Tax increases there are no alternate proposals concerning the Budget, Medium Term Financial Strategy or Transformation Strategy.

Funding Analysis for Special Expense Areas

	2021/22	2022/23	% Change
	(£)	(£)	
West Bridgford			
Parks and Playing Fields	398,900	422,800	
West Bridgford Town Centre	91,400	91,400	
Community Halls	56,900	78,500	
Contingency	14,700	14,700	
Revenue Contribution to Capital Outlay	50,000	75,000	
Annuity Charges	80,700	94,000	
Sinking Fund	20,000	20,000	
Total	712,600	796,400	
Tax Base	14,353.8	14,773.7	
Special Expense Tax	49.65	53.91	8.58%
Keyworth			
Cemetery & Annuity Charges	9,200	9,200	
Total	9,200	9,200	
Tax Base	2,700.60	2,791.00	
Special Expense Tax	3.41	3.3	-3.23%
Ruddington			
Cemetery & Annuity Charges	11,100	11,100	
Total	11,100	11,100	
Tax Base	2,777.5	2,908.8	
Special Expense Tax	4.00	3.82	-4.50%
TOTAL SPECIAL EXPENSES	732,900	816,700	

REVENUE BUDGET SERVICE SUMMARY

Appendix 2

	2021/22 ESTIMATE £	2022/23 ESTIMATE £	2023/24 ESTIMATE £	2024/25 ESTIMATE £	2025/26 ESTIMATE £	2026/27 ESTIMATE £
Chief Executive	2,055,100	2,021,100	2,254,600	2,082,400	2,129,500	2,161,500
Finance and Corporate Services	4,292,300	4,317,800	4,395,300	4,531,800	4,669,300	4,776,300
Development and Economic Growth	6,400	48,900	99,800	17,600	(12,600)	27,900
Neighbourhoods	6,919,000	6,670,700	6,437,200	6,302,100	6,318,700	6,243,500
Net Service Expenditure	13,272,800	13,058,500	13,186,900	12,933,900	13,104,900	13,209,200
Capital Accounting Adjustments	(1,767,600)	(1,767,600)	(1,767,600)	(1,767,600)	(1,767,600)	(1,767,600)
Minimum Revenue Provision	1,074,000	1,293,000	1,293,000	1,293,000	1,293,000	858,000
Transfer to/(from) Reserves	(3,034,000)	(2,619,000)	(1,108,000)	(753,000)	(661,000)	(216,000)
Total Net Service Expenditure	9,545,200	9,964,900	11,604,300	11,706,300	11,969,300	12,083,600
Funding						
Other Grant Income	(1,129,700)	(271,000)	(164,000)	(164,000)	(164,000)	(164,000)
Localised Business Rates, includes SBRR	(2,819,600)	(3,957,800)	(3,078,000)	(2,994,100)	(3,098,300)	(3,206,300)
Collection Fund (Surplus)/Deficit	4,045,000	4,364,500	51,000	0	0	0
Council Tax Income						
- Rushcliffe	(6,522,100)	(6,850,400)	(7,217,000)	(7,587,500)	(7,980,000)	(8,385,300)
- Special Expenses Areas	(732,900)	(816,700)	(834,800)	(861,100)	(864,100)	(874,800)
New Homes Bonus	(1,632,900)	(1,587,500)	0	0	0	0
Total Funding	(8,792,200)	(9,118,900)	(11,242,800)	(11,606,700)	(12,106,400)	(12,630,400)
Net Budget (Surplus)/Deficit	753,000	846,000	361,500	99,600	(137,100)	(546,800)

Rushcliffe Borough Council

Transformation Strategy and Efficiency Plan 2022/23 – 2026/27

Introduction

The Council has consistently embraced a Transformation agenda and Efficiency Plan. In 2010, the Council adopted an original 4 Year Plan which set out a 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 original life of the Plan. This approach was reinforced in 2012 with the publication of our Corporate Strategy subtitled 'Proactively Preparing for the Future'.

The Transformation Programme since its inception and going forward aims to support the delivery of over £6.8m 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. Costs have been reduced through rationalisation of assets and staff, with the sharing of both posts and key services. The Council also absorbs inflation increases across many areas except where there is contractual inflation or areas of higher risk. For 2022/23 this is estimated at £152k. Concurrently, we have made 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 84% of residents are satisfied with Rushcliffe as a place to live and 59% of residents are satisfied with the way the Council runs its services. (2021).

This revised Transformation Strategy sets out the Council's approach to making further savings between now and 2026/27. 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

Some of the more significant savings already achieved are:

- Service Efficiencies – general review of services identifying structural and process efficiencies in addition to a detailed review of the budgets to identify further savings
- Thematic – Savings achieved from the Leisure Strategy, renovation of Bridgford Hall and income generation from the Asset Investment Strategy
- Income Reviews – Garden Waste, Car Parking and general review of Fees and Charges
- Additional Savings – Income generated from investment projects, transfer of leisure provider to a community interest company and growth in planning income
- Funding secured – the £2.4m funding secured over the last 12 to 18 months is supporting the delivery of new office units in Bingham, reducing the capital impact on the Council which will eventually result in a revenue return through rental income

For a second year the Council's financial position has been impacted by the legacy of Covid. In addition to this Government have implemented tighter restrictions on how Councils can generate additional income, limiting borrowing for wider projects dependent upon capital spending proposals. These limitations now mean that the Council must look for alternative ways to commercialism to reduce the funding gap. The Council has continued to constrain spending and increase income where possible but also continues to review how it delivers its services for potential efficiency savings. The negative impact of Covid means that the Council has a need to draw on reserves in 2022/23 to 2024/25 however projections currently show that the final two years of this MTFs can partially replenish the reserve. Significant asset investment projects, particularly the development of a Crematorium and the Bingham Leisure Hub make a significant financial contribution to these projections in addition to delivering both socio-economic benefits, but they are not without their own project risks.

Savings targets

	2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000
Gross Budget Deficit excluding Transformation Plan	5,685	5,637	5,744	5,406	4,947
Cumulative Savings in Transformation Plan	4,512	4,902	5,237	5,349	5,381
Gross Budget Deficit/(Surplus)	1,173	752	435	(25)	(515)
Additional Transformation Plan savings	(327)	(390)	(335)	(112)	(32)
Net budget Deficit/(Surplus)	846	362	100	(137)	(547)

Other arrangements exist with neighbouring authorities such as the Building Control partnership with South Kesteven and Newark & Sherwood, and our wholly owned company; Streetwise. The Council continues to identify innovative ways of delivering its services more economically, efficiently, and effectively, including collaboration or, if it needs to, bring insource services which are currently provided externally where a business case supports such an initiative.

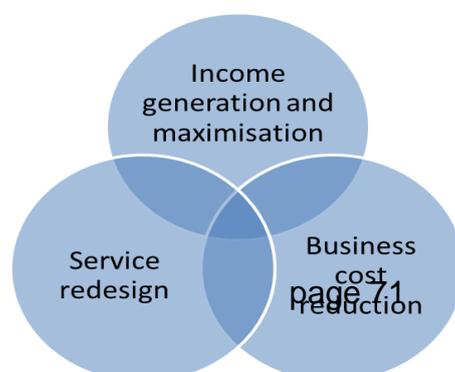
The Council must continue to review its existing transformation projects on an on-going annual basis. The current Transformation plan focuses mainly on two large projects and the challenge moving forward will be to keep momentum and identify projects that will contribute to savings in the future. Officers continue to seek efficiencies wherever possible and look for wider projects to improve value for money. The current transformation projects which will be worked upon for delivery from 2022/23 are given at [Appendix B](#). Some of the more significant projects include:

- Income streams from investments made through the Asset Investment Strategy (e.g., Edwalton Business Park units);
- The development of a crematorium;
- The continued activation of the Leisure Strategy focusing on the options for leisure provision in Bingham and surrounding area;
- Commercialisation: maximising asset usage, sponsorship and Leisure Community Interest Company; and
- Cyclical reviews of all service areas including staff savings from natural wastage

It should be noted there is guidance on the capitalisation of transformation costs where an income stream is generated. It relates to set-up and implementation costs not on-going savings. These should be reported through this document. This Strategy can be revised at any time by Full Council and as part of our Capital and Investment Strategy reporting we must show the impact on our prudential indicators.

Rushcliffe's core operating principles

Rushcliffe has three core principles which underpin its approach to transformation – income generation and maximisation, business cost reduction and service redesign. Transformation has been achieved to date 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.

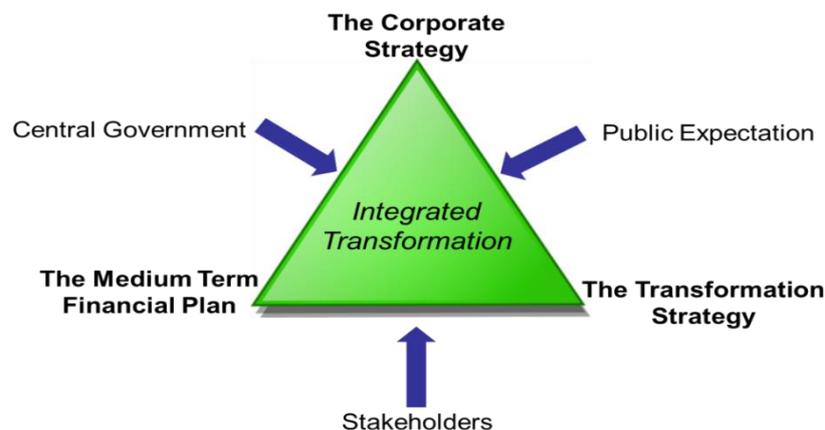


The Transformation Strategy is an evolving document and although it essentially covers the next five years it should not be bound by time or scope. To this end and within the emerging complex environment, three partnership models have been identified to provide a framework to generate further efficiencies. 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, and continues to be, done to deliver over £6.8m by 2026/27 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 four 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. As the Transformation Strategy evolves Commercialism is emerging as cross cutting strategy, detailed in [Appendix C](#), to support the sustained delivery of the financial targets.



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. Underpinning the work streams is our approach to Commercialism as documented at [Appendix C](#).



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 regular 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 Corporate Overview Group and other scrutiny groups regularly scrutinise review findings. Additional Member

Groups are created by Cabinet where required. For example, the Bingham Member working group which allows for Member involvement in key decisions regarding the development of Bingham Hub.

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 inefficiency 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 Director is charged with scrutinising their budget to identify any additional savings or remove unused budget. Again, top level targets have been identified where appropriate 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 2026/27. Budget update sessions (both this year and in the past), 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 ‘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 several 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(s).

Member Involvement and Budget Update Sessions

As part of the budget setting process for 2022/23, Members discussed the impact of Covid 19 on the budget, options for Council tax increases, funding streams (particularly the impact of business rates reset) and Freeport proposals. The impact

on both capital and transformation programmes of significant capital projects namely the Crematorium and the Bingham Leisure Hub was discussed and that current projections mean there is no recourse to externally borrow. 'Thinking Big' ideas have the potential to contribute significantly to bridging the funding gap without reducing frontline services and robust investigations have been undertaken for such projects. Over the past few years there have been several "Thinking Big" initiatives including moving to the Arena, focusing on Fairham and the development of housing and employment land and the development of the Abbey Road Depot site. These are also subject to a combination of involvement of Growth Boards, Scrutiny work or Member Development Groups. The Asset Investment Strategy has paid dividends although the Council's focus is now on maximising value for money from its existing assets. The performance of the Council's commercial assets was reported to Governance Scrutiny Group and Cabinet in November 2021 and will continue to be reviewed and reported on a regular basis.

Transformational Projects 2022-2027

As has already been mentioned above, this Strategy is a continuation of the Council's original Transformation Programme and consequently, several key projects which influence service delivery and finances over the next few years are already in progress. Good progress has been made with new Transformational Projects as mentioned above.

Going forwards, two major Transformational projects are:

- redevelopment of Chapel Lane Site with the creation of a new leisure centre, community hall, and separate provision of office units; and
- Provision of a Crematorium in Stragglethorpe.

Both schemes are embedded in the Corporate Strategy and fully embrace the Council's four priorities:

- Quality of Life
- Efficient Services
- Sustainable Growth
- The Environment.

The leisure centre by providing high quality leisure and community facilities, as well as employment opportunities, to the growing population in the east of the Borough. The Crematorium will provide much needed community infrastructure and quality service delivery for Rushcliffe and the residents of neighbouring districts.

Leisure Strategy Activation

Since 2006, the Council's Leisure Strategy highlighted the authority's ambition to rationalise leisure facilities in West Bridgford to one site – Rushcliffe Arena and to consider the options for built leisure provision in the Bingham area. The new Arena leisure centre and Rushcliffe Borough Council's new offices successfully opened in January 2017. The next phase of the Leisure Strategy focuses on the Bingham Hub. It is planned that Bingham Hub will be operational from 2022/23. The Council have secured funding from European Regional Development Funding Sustainable Urban

Development (ERDF SUD) and D2N2 Local Enterprise Partnership (LEP) to the value of £2.4m to support the development of Bingham Hub including a leisure centre, community hall and office building giving even more added value for the taxpayer.

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

The original version of this strategy (2013) established a framework and timeframe for the individual projects within the programme. While in general these have been achieved, arrangements have been flexible to allow for unforeseen circumstances and to redirect resources to maximise opportunities as they have arisen. It is anticipated that these same principles of agile working will apply to the 2022-2027 rolling Transformation Programme.

Each project within the programme has appropriate governance arrangements depending on the size, complexity, and risk. Overall, monitoring of the Strategy will take place quarterly by the Chief Executive and the 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 – i.e., consultancy
Insufficient interest from alternative providers	Possible	Negative	Find appropriate savings from direct service provision by quality reduction (probably)
Delay in anticipated savings or a reduction or removal of current savings due to Covid	Possible	>£250k	Accurate profiling of efficiencies. Close monitoring of the environment (e.g., rising prices) that may affect the feasibility of projects and regular reviews on the commercial market (e.g., rental demand) to assess likelihood of income falling.

Conclusion

The above sets out Rushcliffe's plans over the next five years and the Council's commitment towards delivering these plans. This plan supports the Council's MTFS and is the vehicle upon which the Council will achieve a balanced budget.

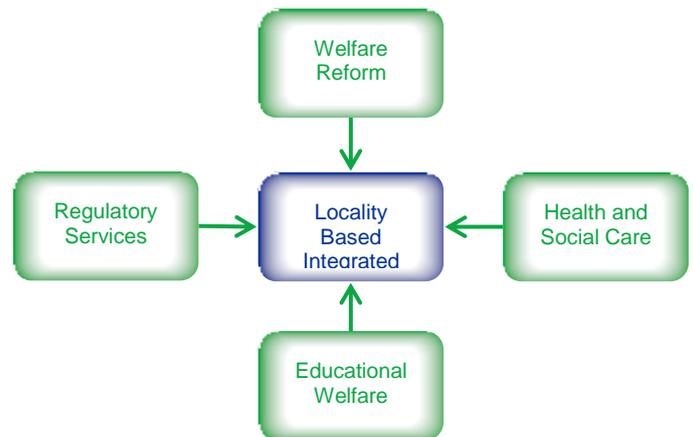
Rushcliffe's Accepted Models of Partnership Working

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 which originally brought together joint customer services for the Police, Job Centre plus, voluntary sector, South Nottinghamshire College and other services has been recognised nationally. The transfer to a new location in West Bridgford now facilitates signposting support services to these partners. This approach has been supported by our ability to work in other locations on a remote access basis.



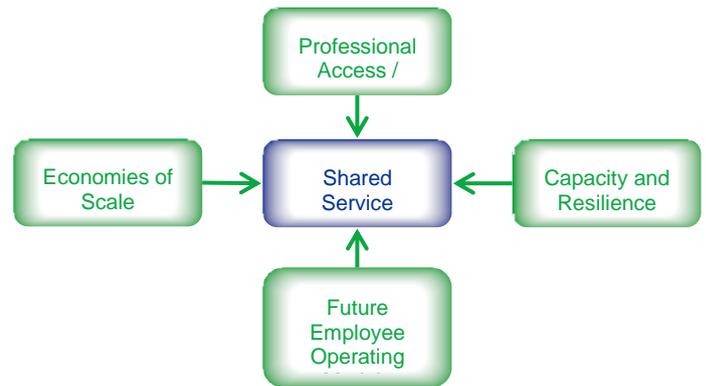
The service was expanded into Bingham where an integrated delivery service model has been deployed and is being delivered from the new Health Centre. This has been further rolled out to Cotgrave and East Leake where the contact points are located in libraries, supporting extended opening times of libraries and increased remote access to the Customer Services Team.

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, Sunday Funday, 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 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, such as payroll, 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.



As mentioned above, to date partnerships of scale have developed organically – the Council has been successful in developing several such partnerships in the past, of which the following, mostly back-office services, have come to fruition: payroll services (Gedling), ICT (Broxtowe, Newark & Sherwood), building control (South Kesteven, Newark & Sherwood), procurement (Welland)), 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 – agreement with Nottingham City Council to relocate Depot Services to operate out of Eastcroft. Further opportunities will be assessed as opportunities arise. The Council is actively involved with the ‘County deal’ which may provide opportunities for collaboration with all councils across Nottinghamshire.

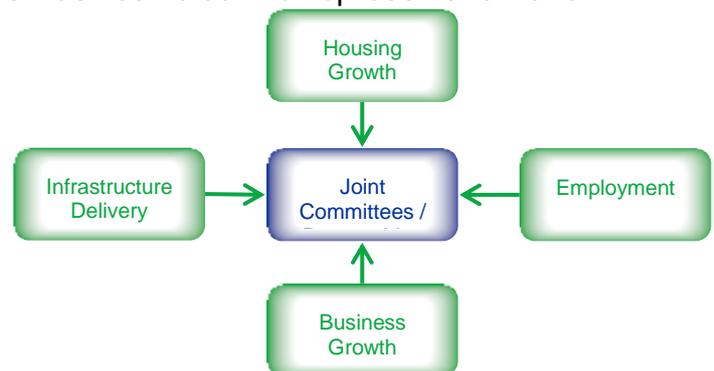
3. Partnerships for Governance

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).

A recent and exciting development in Partnerships for Governance is the creation of an interim vehicle for the establishment of the East Midlands Development Corporation. This entailed commitment of a financial contribution from all affected local authorities (Rushcliffe Borough Council, Broxtowe Borough Council, North West Leicestershire District Council, Nottinghamshire County Council and Leicestershire County Council) and Government (funding still awaited but anticipated following IRP announcement) in a match funding arrangement. To this end, a reserve of £500k has been created.

If the interim vehicle is supported with the required resources and expertise, it would attract nationally and internationally significant investment and development into the East Midlands and more specifically in to the Ratcliffe on Soar Power Station site. It is believed that this type of investment is not something that Rushcliffe, or the owners of the power station, could attract on their own. Concurrently the Council is also working with partners on the power station site inclusion in the Business Case for the East Midlands Freeport along with East Midlands Airport and East Midlands Intermodal Park in South Derbyshire.

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. However, Officers ensure that regular updates are received and sent between district and borough councils to keep colleagues informed and good relationships are maintained with these organisations so we remain aware of opportunities as they arise. However, to further combat this, other supporting arrangements are in place. For example, the Council has created Growth Boards to either facilitate local economic growth or deal with the challenges growth creates. There is also the City of Nottingham and Nottinghamshire Economic Prosperity Committee to drive future investment in growth and jobs in the City and County. At a regional level there is a Development Corporation Board which focuses on, for example agreeing joint objectives, allocating resources and monitoring outcomes which will impact regionally.



As these develop, 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, districts, and the City. 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.

Savings (£'000)	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Transformation Savings to date						
Service Efficiencies	1,908	1,908	1,908	1,908	1,908	1,908
Thematic Reviews	953	953	953	953	953	953
Additional income	995	995	995	995	995	995
Additional Savings	329	329	329	329	329	329
Overall Total	4,185	4,185	4,185	4,185	4,185	4,185
Transformation Targets						
Additional Green Bin Income				187		
Projects*		327	390	148	112	32
Total	253	327	390	335	112	32
Cumulative Transformation savings	4,185	4,512	4,902	5,237	5,349	5,381

* Includes Bingham Leisure Hub and Crematorium

Commercialisation of Rushcliffe - A balanced investment in our future

With reduction in and eventual removal of Government grants to Local Authorities there is a need for Rushcliffe Borough Council, like other authorities, to consider new opportunities to help ensure the sustainability of the services delivered. Merely cutting costs will, in the long term, not be sufficient to fill the funding black hole. Local Authorities need to explore options to operate in a more commercial manner than would be traditionally expected of them.

This does not mean taking unnecessary risks with public money. It means, in these challenging financial times, the opportunity to continue to deliver the excellent services that our residents depend upon and expect.

Commercialisation for Rushcliffe informs and is integral to the Transformation Plan and Efficiency Strategy. This document should be viewed alongside:

- Corporate Strategy
- Asset Investment Strategy
- Medium Term Financial Plan

Core principles

Commercialisation contributes towards the aims of the Medium-Term Financial Strategy and the following strategic goals, contained with the Council's Corporate Strategy 2019-2023, improving:

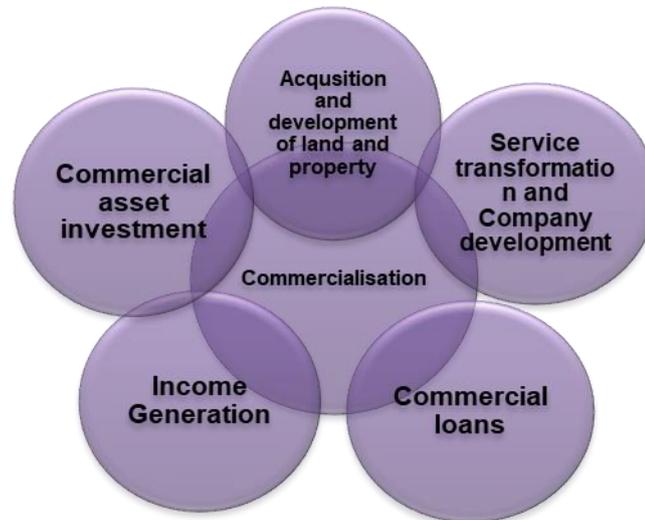
1. Quality of Life
2. Efficient Services
3. Sustainable Growth
4. The Environment

All decisions are considered against and aligned with these strategic goals as well as some core principles to ensure the Council is protecting the interests of our communities. Rushcliffe's core principles for commercialisation are:

- **Values** – commercial opportunities will align with the Council's values and enable the Borough Council to continue to deliver the vital services our communities rely on.
- **Broad/mixed approach** - It is not solely focused on income generation. It also focuses on deployment of resources and doing things differently.
- **Responsive** - be bold and opportunistic and prepared to think outside our comfort zone. This includes an acceptance that not all schemes will succeed but it is the value of the commercial programme as a whole that is critical.
- **Culture** – a strong organisational culture supported by a clear vision and good communication. Rushcliffe ensures that staff have the skills to deliver and where this is not possible external professional advice is sought.
- **Risk** - understand risk, this includes reputational risk, and be risk aware not risk adverse; the risk of doing nothing can sometimes be greater.

The Rushcliffe approach

Rushcliffe has embraced opportunities to operate in more commercial ways and has developed a strong programme of work across 5 key areas of commercialisation:



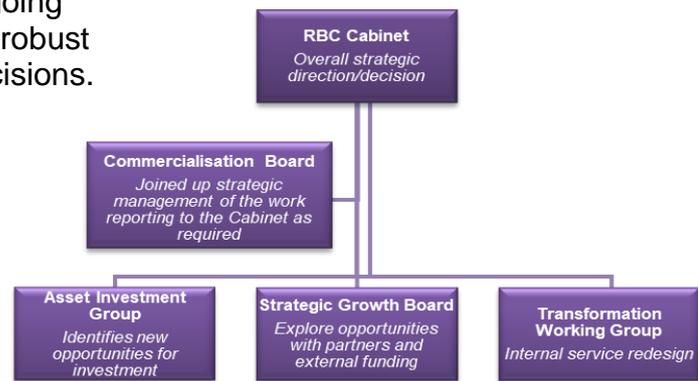
What we have already achieved

- Extending our property portfolio with the construction of 15 new industrial units in Cotgrave.
- Purchase of the Point office complex in the main town centre in the Borough
- Purchase of commercial land for development – Chapel Lane and Moorbridge Road. The land at Moorbridge was subsequently sold to facilitate the development of Industrial Units.
- Office move to the Arena which has meant the development of new more flexible ways of working and a digital transformation, with the council being a more responsive and leaner organisation.
- Acquisition of commercial property in the East Midlands region.
- Loan to Nottinghamshire County Cricket Club to secure the future of big sporting events including the Ashes in the Borough.
- Significant reviews of a range of services including collaboration in areas like Building Control and the creation of Streetwise Trading Company.
- Significant income generation for example through green waste.
- Acquisition of two new build Business Units in West Bridgford under the Asset Investment Strategy and supporting the Commercialism Agenda. Note such activity has ceased going forward given the limitations on future borrowing from the PWLB if we borrowed to invest in property purely for commercial gain.
- Renovation of existing assets to maximise income e.g., Bridgford Hall

Governance and monitoring

To ensure transparency, accountability and ongoing monitoring and management the Council has a robust structure in place to oversee all commercial decisions.

This work is led by the Commercialisation Board (Executive Management Team) to provide strategic leadership to the commercialisation agenda:



Ref	Scheme	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
		Latest Estimate	Indicative Estimate				
		£000	£000	£000	£000	£000	£000
	Development and Economic Growth						
	Cotgrave Regeneration PH II	547	500	0	0	0	0
	Crematorium	4,012	3,000	0	0	0	0
1	The Point Enhancements	50	200	50	0	0	300
	Traveller Site Acquisition	0	1,000	0	0	0	0
	Unit 1 Bardon 22	0	0	0	0	0	115
	6F Boundary Court	0	0	0	0	0	15
	Cotgrave Business Hub	0	0	0	0	70	0
	Manvers Business Park Enhancements	10	300	0	0	0	70
	Bingham Leisure Hub (£20m)	16,240	2,000	0	0	0	0
2	Compton Acres Water Course	1	60	150	0	0	0
	Unit 10 Moorbridge	22	0	0	0	0	60
3	Bridgford Park Kiosk	0	0	25	0	0	0
	Colliers BP Enhancements	14	0	0	0	0	50
	Energy Efficiency LED Schemes	103	0	0	0	0	0
	Bridgford Pk Toilets Refurbishment	0	0	0	0	0	0
	Bridgford Hall Enhancements	11	0	0	0	0	0
	Bingham Mkt Place Enhancements	68	0	0	0	0	0
	Park Cottage Fabric Upgrade	0	0	0	65	0	0
	Walkers Yard 1a/b	0	0	0	70	0	0
4	Abbey Circus WB fencing open space Special Expense	0	0	35	0	0	0

Ref	Scheme	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
		Latest Estimate	Indicative Estimate				
	Neighbourhoods						
7	Vehicle Replacement	565	926	1150	1055	405	215
8	Support for Registered Housing Providers	237	2620	2620	0	0	0
	Hound Lodge - Enhancements	0	125	125	75	0	0
	Assistive Technology	16	40	40	40	40	40
	Discretionary Top Ups	57	100	100	100	100	100
	Disabled Facilities Grants	858	530	530	530	530	530
	Arena Reception and Corridor Floor Upgrade	15	75	0	0	0	0
	Bowls Hall Replacement Furniture	0	0	0	0	0	0
	BLC Improvements	104	0	0	0	0	0
9	CLC - Enhancements	0	675	200	150	0	45
	KLC - Enhancements	0	470	0	0	0	170
	Arena Enhancements	80	0	0	0	0	0
10	EGC Enhancements	0	30	0	0	0	0
	RBC EV Network	13	0	0	0	0	0
	Car Park Resurfacing	120	95	0	0	0	0
	Car Park Improvements - Lighting Other	0	0	0	0	0	0
	Car Park Improvements - Lighting West Bridgford	0	0	0	0	0	0
	Capital Grant Funding	40	0	0	0	0	0
	Covid Memorial Garden	20	0	0	0	0	0
11	Play Areas W.B. - Special Expense	150	75	75	75	75	75
	Boundary Rd Cycle Track Special Expense	78	0	0	0	0	0
12	West Park Enhancements Special Expense	0	320	0	0	40	0
13	Gresham Pitches, 3G Lighting, improvements	1258	0	100	0	0	0
	Gresham Sports Pavilion	125	0	0	0	0	0
14	Rushcliffe CP - Enhancements	374	75	0	0	0	25

Ref	Scheme	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
		Latest Estimate	Indicative Estimate				
	Neighbourhoods						
	Rushcliffe CP - Skatepark	144	0	0	0	0	0
15	Rushcliffe CP - Play Area	0	0	100	0	0	0
16	Alford Road Football Goals Special Expense	0	10	0	0	0	0
	Lutterell Hall Special Expense	150	0	0	0	125	0
17	Edwalton Community Facility Special Expense	0	0	500	0	0	0
	Skateboard Parks	112	0	0	0	0	0
18	Gamston Community Hall Special Expense	115	0	50	40	0	0
	Extnl Door/Window Upgrades Various Sites	15	35	0	0	0	0
	LAD2 Green Energy Grants	635	0	0	0	0	0
	Warm Homes on Prescription	25	25	25	25	25	25
	Sub total	5,306	6,226	5,615	2,090	1,340	1,225
	Finance and Corporate Services						
19	Information Systems Strategy	460	230	230	280	230	250
20	Streetwise Loan	150	150	150	150	150	150
	Contingency	228	150	100	100	100	100
	Sub total	838	530	480	530	480	500
PROGRAMME TOTAL		27,222	13,841	6,455	2,845	1,950	2,335

PROJECT APPRAISAL FORM

PROJECT APPRAISAL FORM

Project Name: The Point Enhancements		Cost Centre: 0360		Ref: 1	
Detailed Description: Original lighting and other building service installations are nearing the end of their useful/service life and are inefficient. These include office lighting, common area heating and automatic doors around the building. An initial provision of £100k has been slipped from 21/22 to give a provision of £200k in 22/23 to carry out upgrade works to office lighting to LED, improve common area heating and to carry out balcony waterproofing works. In addition, £50k has been included for 23/24 to allow for upgrading of automatic entrance doors and replacement of glazed canopies.					
Location: The Point			Executive Director: Development and Economic Growth		
Contribution to the Council's aims and objectives: Corporate Priorities: <ul style="list-style-type: none"> • Efficient Services • Sustainable Growth • The Environment Strategic Commitments: <ul style="list-style-type: none"> • Robust asset management. • Responsible income generation and prudent borrowing where deemed appropriate, to facilitate the delivery of services. • Ongoing appraisal and alignment of resources linked to growth aspirations. • Bringing new business to the Borough and nurturing our existing businesses, helping them to grow and succeed. • Working to achieve a carbon neutral status for the Council's operations. 					
Community Outcomes: Upgrade works will enhance the efficiency of the facility, improving comfort for users and help to maximise use of resources.					
Environmental Outcomes: Upgrading of building services and equipment will reduce energy consumption/carbon emissions and will also help to reduce incidences of unscheduled maintenance and associated vehicle journeys. Maintaining building fabric in a weatherproof and dry condition also helps to reduce heat loss.					
Other Options Rejected and Why: Do not carry out upgrade work. This would put at risk operational certainty for the facility, negatively impact customer comfort and safety and fail to minimise operational costs and carbon emissions.					
Start Date: 2022			Completion Date: 2024		
Capital Cost (Total):		Year 1: 22/23		Year 2: 23/24	
£250,000		£200,000		£50,000	
Capital Cost (Breakdown) £: to be determined					
Works £227,000		Equip		Other	
				Fees £23,000	
Revenue cost per annum:		Year 1: 22/23		Year 2: 23/24	
		Not quantifiable at this stage,		As for 22/23	

	but should see revenue spend on repairs reduce	
Year 3: 24/25 As for 22/23	Year 4: 25/26 As for 22/23	Year 5: 26/27 As for 22/23
Proposed Funding		
External:		Internal: Investment Properties Reserve

Useful Economic Life (years): 25	New/Replacement: Replacement
Depreciation per annum: £10,000	Capital Financing Costs: £1,250 p.a. as opportunity cost of lost interest.
Residual Value: N/A	Category of Asset: Investment Property
IFRS16 New Lease Checklist Completed?	N/A

PROJECT APPRAISAL FORM

Project Name: Compton Acres Watercourse Improvements		Cost Centre: 0358	Ref: 2
Detailed Description: The proposal is for further phased improvements to sections of the watercourse running through Compton Acres to maintain and improve flows and includes localised bankside reinforcement works, targeted and localised dredging of Lyme Park balancing pond and remedial works to bridging points.			
Location: Compton Acres WB		Executive Director: Development and Economic Growth	
Contribution to the Council's aims and objectives: Corporate Priorities: <ul style="list-style-type: none"> • Quality of Life – maintenance of key land drainage infrastructure • The Environment Strategic Commitments: <ul style="list-style-type: none"> • Protecting our residents and assets • Protecting our natural resources and to implement environmentally beneficial infrastructure changes • Protecting the environment and public health by fulfilling our statutory responsibilities • Working to achieve a carbon neutral status for the council's operations 			
Community Outcomes: Undertaking the works will maintain public safety around key areas of the watercourse and help to ensure that risks due to flooding in the area are reasonably mitigated.			
Environmental Outcomes: Ensuring that watercourses are well maintained not only helps to alleviate flood risk, but also supports biodiversity by reducing the risk of stagnation and maintaining water quality. Keeping these assets well maintained also helps to minimise the need for and likelihood of reactive works being required which in turn reduces vehicle movements and carbon emissions.			
Other Options Rejected and Why: Not carrying out the improvement works would potentially lower public perception, increase risk to public safety and elevate risks associated with flooding. It would also increase the likelihood of need to carry out ad hoc emergency repairs/attendance to address emergent issues, activity of this type carries a relatively high revenue spend tariff.			
Start Date: 2022		Completion Date: 2024	
Capital Cost (Total):	Year 1:22/23	Year 2: 23/24	
£210,000	£60,000	£150,000	
Capital Cost (Breakdown) £:			
Works £190,000	Equipment	Other	Fees £20,000
Additional Revenue cost/ (saving) per annum:	Year 1: 22/23		Year 2: 23/24
Year 3: 24/25	Year 4: 25/26		Year 5: 26/27
Proposed Funding			
External:		Internal: Capital Receipts	

Useful Economic Life (years): 20	New/Replacement: Replacement and New
Depreciation per annum: £10,500	Capital Financing Costs: £1,050 p.a. as opportunity cost of lost interest.
Residual Value: N/A	Category of Asset: Infrastructure
IFRS16 New Lease Checklist Completed?	N/A

PROJECT APPRAISAL FORM

Project Name: Bridgford Park Kiosk	Cost Centre: TBC	Ref: 3
Detailed Description: The proposal is for the construction of a dedicated toilet facility for the kiosk. The Covid pandemic has highlighted the need for totally independent toilet facilities for the operator of the kiosk and this need has been welcomed and encouraged by Environmental Health team. The intention is to construct a single accessible WC facility to the rear of the kiosk, the design of which requires careful consideration given the buildings close proximity to the Grade 2 listed Hall.		
Location: West Bridgford	Executive Manager: Development and Economic Growth	
Contribution to the Council's aims and objectives: Corporate Priorities: <ul style="list-style-type: none"> • Quality of Life • Efficient Services • Sustainable Growth • The Environment Strategic Commitments: <ul style="list-style-type: none"> • Providing high quality community facilities which meet the needs of our residents and contribute towards the financial independence of the Council. • Responsible income generation to facilitate the delivery of services. • Nurturing existing businesses. • Working to achieve Carbon Neutral status for the Council's operations. 		
Community Outcomes: <ul style="list-style-type: none"> • Provision of high-quality facilities as well as employment opportunities. • Continued investment in local economy to support economic development. • Consideration and implementation of Carbon saving measures 		
Environmental Outcomes: Although there will be carbon emissions associated with the initial construction works, it is not anticipated that there will be any nett increase in day-to-day emissions from the site. It is considered that the improvements in sanitation justify the initial carbon emissions related to construction.		
Other Options Rejected and Why: Do not carry out upgrade works. This would put at risk operational certainty for the facility and fail to address the health of its staff and the public in turn.		
Start Date: 2023		Completion Date: 2024
Capital Cost (Total):	Year 1:22/23	Year 2: 23/24
£25,000	£0	£25,000
Capital Cost (Breakdown) £:		
Works £23,000	Equipment	Other
		Fees £2,000
Additional Revenue cost/(saving)per annum:	Year 1: 22/23	Year 2: 23/24
Year 3: 24/25	Year 4: 25/26	Year 5: 26/27
Proposed Funding		

External:	Internal: Investment Property Reserve	
Useful Economic Life (years): 40	New/Replacement: New	
Depreciation per annum: £625	Capital Financing Costs: £125 p.a. as opportunity cost of lost interest	
Residual Value: N/A	Category of Asset: Investment Property	
IFRS16 New Lease Checklist Completed?		N/A

PROJECT APPRAISAL FORM

Project Name: Abbey Circus Fencing – Special Expense	Cost Centre: TBC	Ref: 4
Detailed Description: The Council owns and maintains a triangle of green space at Abbey Circus in West Bridgford. The site has always been fenced off preventing public access, but during the lockdown it became apparent there was a desire amongst many local residents for the space to be opened up for informal recreational use. It was made accessible to the public approximately one year ago by the unlocking of gates and, despite some concerns over anti-social behaviour and unwanted access, this has proved a success with residents, who recently installed temporary Christmas decorations. Very few messages of concern have been received and the basis for these has been unfounded. The site is surrounded by poor quality, utilitarian mesh fencing which has reached the end of its useful life and detracts from the character of the wider area and the space itself. The intention is to replace it with more substantial metal fencing/railings that will secure the site and improve its appearance.		
Location: West Bridgford	Executive Manager: Development and Economic Growth	
Contribution to the Council’s aims and objectives: Corporate Priorities: <ul style="list-style-type: none"> • Quality of Life • Efficient Services • The Environment <p>Residents have made it clear they wish for the site to remain secure. The site is surrounded by roads, it is considered that retaining a secure boundary will make it more user friendly for families and children. If we neglect this space it will encourage antisocial behaviour and make the site less attractive to legitimate users.</p> Strategic Commitments: <ul style="list-style-type: none"> • Robust asset management • Provide high quality community facilities which meet the needs of our residents • Working to achieve a carbon neutral status for the council’s operations 		
Community Outcomes: Allows a previously inaccessible open space to be used by the public. Will improve the appearance of a prominent public open space and encourage its use by making it a more enticing space.		
Environmental Outcomes: Whilst this scheme is primarily focused on replacing the fencing, it is hoped that other work can take place to improve the tree and shrub planting on the site. Ensuring we are maximising our property holdings and aligning them with the needs of residents.		
Other Options Rejected and Why: The fence could be completely removed, or the existing fence could be retained. Fence removal is unlikely to be supported by the local community due to concerns about the site being used by travellers and because it would make it less safe for families to use as it is surrounded by roads. The existing fencing has exceeded its useful life and is beyond economical repair to retain it is likely to give rise to increasing health and safety issues.		
Start Date: 2023	Completion Date: 2024	

Capital Cost (Total):	Year 1:22/23	Year 2: 23/24	
£35,000	£0	£35,000	
Capital Cost (Breakdown) £:			
Works £32,000	Equipment	Other	Fees £3,000
Additional Revenue cost/(saving)per annum:	Year 1: 22/23	Year 2: 23/24	
Year 3: 24/25	Year 4: 25/26	Year 5: 26/27	
Proposed Funding			
External:		Internal: Capital Receipts in the first instance repayable from West Bridgford special expense by annuity	
Useful Economic Life (years): 25	New/Replacement: Replacement		
Depreciation per annum: £1,400	Capital Financing Costs: £175 p.a. as opportunity cost of lost interest.		
Residual Value: N/A	Category of Asset: Infrastructure		
IFRS16 New Lease Checklist Completed?			N/A

PROJECT APPRAISAL FORM

Project Name: Highways Verge Improvements		Cost Centre: TBC		Ref: 5	
Detailed Description: There are a number of former council housing estates across the Borough which were constructed at time when multiple car ownership by households was not anticipated or designed for and where off and on street parking is very limited. This results in residents regularly parking upon grass verges which become spoiled and unsightly giving rise to resident complaints and ongoing maintenance costs. These grassed areas are often too small to provide any recreation or amenity space and it is considered that several parking spaces could be accommodated within them to help provide additional parking and to protect the remaining grassed areas from being churned up by vehicles.					
Location: various locations including Cotgrave, Keyworth and Cropwell Bishop			Executive Director: Development and Economic Growth		
Contribution to the Council's aims and objectives: Corporate Priorities: <ul style="list-style-type: none"> • Quality of Life. • Efficient Services Strategic Commitments: <ul style="list-style-type: none"> • Robust asset management • Provide high quality community facilities which meet the needs of our residents • Working to achieve a carbon neutral status for the council's operations 					
Community Outcomes: Additional parking could benefit elderly residents or residents with disabilities. Increased pride in their local community. At present muddy churned up ground looks a mess and gives the impression of poor maintenance and neglect.					
Environmental Outcomes: It may be the case that limited tree planting could take place adjacent the proposed parking areas to help maintain the amenity of the area and give more function to the grassed areas that remain. If concerns are raised over the use of hard paving, grass reinforcement or grass-crete solutions can be investigated. Carbon savings in terms of transportation are very likely given that ongoing maintenance visits to attend to the spoiled verges will diminish.					
Other Options Rejected and Why: Do nothing. It is considered that vehicle ownership is unlikely to decrease, and the issue will therefore continue.					
Start Date: April 2022			Completion Date: March 2024		
Capital Cost (Total):		Year 1: 22/23	Year 2: 23/24	Future Years:	
£250,000		£0	£100,000	£150,000	
Capital Cost (Breakdown) £:					
Works £227,000		Equipment	Other	Fees £23,000	
Additional Revenue cost/(saving)per annum:		Year 1: 22/23		Year 2: 23/24	
Year 3: 24/25		Year 4: 25/26		Year 5: 26/27	

Proposed Funding		
External:		Internal: From capital receipts
Useful Economic Life (years): 40	New/Replacement: replacement/new	
Depreciation per annum: £6,250	Capital Financing Costs: £1,250 p.a. as opportunity cost of lost interest.	
Residual Value: N/A	Category of Asset: Infrastructure	
IFRS16 New Lease Checklist Completed?		N/A

PROJECT APPRAISAL FORM

Project Name: Keyworth Cemetery (Part of Keyworth Special Expense)		Cost Centre: TBC		Ref: 6	
Detailed Description: The church yard at St Mary Magdalene was closed approximately 10 years ago and responsibility for ongoing maintenance was transferred to the Council. At transfer a survey of the church yard condition identified issues with the masonry boundary walls, some of which would require regular inspection and maintenance and others which were more substantial and would probably require localised rebuilding. This proposal is for attention to one of the latter defects and concerns the rebuilding of the flank retaining wall to the main stepped approach which is leaning over and potentially becoming unsafe.					
Location: Keyworth			Executive Director: Development and Economic Growth		
Contribution to the Council's aims and objectives: Corporate Priorities: <ul style="list-style-type: none"> • Efficient Services • The Environment Strategic Commitments: <ul style="list-style-type: none"> • Robust asset management • Implement beneficial infrastructure maintenance 					
Community Outcomes: Repair and maintenance of the church yard features keeps the grounds safe and accessible for the use by the community and helps to preserve the heritage asset.					
Environmental Outcomes: The undertaking of this essential maintenance work will not contribute to carbon reduction, however, carrying out a more substantive repair will help to mitigate the more frequent visits that would result from doing holding repairs and carbon associated with these visits due to travel etc.					
Other Options Rejected and Why: Doing nothing in respect of the defects identified, would give rise more progressive deterioration of the heritage asset and risks due to health and safety for users.					
Start Date: 2022			Completion Date: 2023		
Capital Cost (Total):		Year 1: 22/23		Year 2: 23/24	
£25,000		£25,000		£0	
Capital Cost (Breakdown) £:					
Works £23,000		Equipment		Other	
				Fees £2,000	
Additional Revenue cost/(saving)per annum:		Year 1: 22/23		Year 2: 23/24	
Year 3: 24/25		Year 4: 25/26		Year 5: 26/27	
Proposed Funding					
External:			Internal: Capital Receipts in the first instance repayable from Keyworth Special Expense by annuity		
Useful Economic Life (years): 25			New/Replacement: Replacement		

Depreciation per annum: £1,000	Capital Financing Costs: £125 p.a. as opportunity cost of lost interest.
Residual Value: N/A	Category of Asset: Operational land & buildings
IFRS16 New Lease Checklist Completed?	N/A

PROJECT APPRAISAL FORM

Project Name: Vehicle Replacement	Cost Centre: 0680	Ref: 7
<p>Detailed Description: The authority owns vehicles ranging from large refuse freighters to small vans and items of mechanical plant. 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. There is beginning to be a concentration of focussing on newer cleaner technology as we replace existing fleet vehicles in line with the Council's Carbon management agenda, exploring alternatives such as electric and hydrogen cell technology to look at cutting down on emissions whilst ensuring the vehicles remain operationally viable and offer value for money</p>		
Location: Eastcroft Depot	Executive Manager: Neighbourhoods	
<p>Contribution to the Council's aims and objectives: Corporate Priorities:</p> <ul style="list-style-type: none"> • Quality of Life • Efficient Services • The Environment <p>Strategic Commitments:</p> <ul style="list-style-type: none"> • Working with our partners to create great, safe, and clean communities to live and work in. • Ongoing appraisal and alignment of resources linked to growth aspirations. • Reviewing our policies and ways of working to protect natural resources, and to implement environmentally beneficial infrastructure changes. To reduce waste and increasingly reuse and recycle to protect the environment for the future. • Working with ley partners to respond to any proposals from the new Environment Bill and any changes or directives from central government regarding what wastes should be collected and how. • Delivering a high-quality waste and recycling collection service. • A commitment to look at cleaner vehicles in line with our commitment to protect the environment, in particularly alternative fuel vehicles • Working to achieve a carbon neutral status for the council's operations. <p>The replacement of vehicles is critical to the performance of the front-line services. Regular vehicle and plant replacement with new updated engines help to meet climate change and national indicator targets for emissions and helps maintain a cleaner air quality within the Borough.</p>		
<p>Community Outcomes:</p> <ul style="list-style-type: none"> • To address climate change and the need to reduce carbon emissions. 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>Environmental Outcomes:</p> <ul style="list-style-type: none"> • The Council is actively looking at newer cleaner technologies and is committed to working with others to consider options and procure newer vehicles that will help commit to our carbon management plan. Whilst larger HGV electric vehicles may not be an option for Rushcliffe due to the range and geographical nature of our Borough, we have recently trialled (Dec 2021) the use of Hydro generated Vegetable Oil (HVO) in 2 vehicles and are currently considering the impact of the trial with potential 90% reduction in emissions and also the operational logistics and costs of fuelling our 		

vehicles utilising HVO. Smaller fleet vehicles such as small vans, etc could be replaced by electric vehicles which are readily available, and this option will be considered as and when such vehicles are due for replacement in line with the replacement programme

Other Options Rejected and Why:

An historic review was undertaken to consider the leasing and hiring in of vehicles. Due to the level of capital resources, it was concluded that it was uneconomical to do either of these two options but as resources reduce these options may need to be revisited again. However, 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 into 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.

Start Date: Ongoing		Completion Date:	
Capital Cost (Total):	Year 1: 22/23	Year 2: 23/24	
£2,076,000 (2 years)	£926,000	£1,150,000	
Capital Cost (Breakdown)			
Works £0	Equipment £2,076,000	Other £0	Fees £0
Additional Revenue cost/ (saving) per annum:	Year 1: 22/23 £0	Year 2: 22/24 £0	
Year 3: 24/25 £0	Year 4: 25/26 £0	Year 5: 26/27 £0	
As each vehicle replaces an existing vehicle, there is no increase in the overall revenue costs. Whilst newer vehicles can lead to less expenditure on breakdown and repair, older vehicles will cost more. The overall fleet profile remains relatively constant and therefore service budgets remain the same. However, with property growth there is the likelihood moving forward that additional revenue expenditure may be incurred and this will need to be considered for the budget year 2023/24.			
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: £4,630 p.a. in year 1 and £5,750 p.a. in year 2 as opportunity cost of lost interest.	
Residual Value: Various		Category of Asset: Vehicle and Plant	
IFRS16 New Lease Checklist Completed?			N/A

PROJECT APPRAISAL FORM

Project Name: Support for Registered Housing Providers	Cost Centre: 0301	Ref: 8
<p>Detailed Description: The programme now contains an additional £3.780m from the planning agreement for Land North of Bingham. This is in addition to the £1.138m capital receipts funding balance from Stock Transfer and £322k from smaller planning agreements for off-site affordable housing. Total £5.240m</p> <p>This budget is ringfenced to support the provision of affordable housing usually through the grant funding of Registered Providers (RPs). Any grant allocation to RPs is subject to grant condition agreements which govern the use of grant in perpetuity.</p> <p>Opportunities for commitment of funds from Land North of Bingham continue to be explored. It is difficult to predict the timing of commitments and actual expenditure. The profiling of provisions in the capital programme may change.</p>		
Location: Rushcliffe Borough	Executive Manager: Neighbourhoods	
<p>Contribution to the Council's aims and objectives: Corporate Priorities:</p> <ul style="list-style-type: none"> • Quality of Life • Efficient Services • Sustainable Growth • The Environment <p>Strategic Commitments:</p> <ul style="list-style-type: none"> • Working with partners to support sustainable growth • Supporting energy efficient housing development • Improving the quality of life of our residents through provision of affordable housing • Meeting the needs of households in housing need • Supporting vulnerable residents into secure, sustainable accommodation. • Working to achieve a carbon neutral status for the Council's operations. 		
<p>Community Outcomes:</p> <ul style="list-style-type: none"> • To maintain balanced communities through the provision of affordable housing 		
<p>Environmental Outcomes:</p> <ul style="list-style-type: none"> • To support enhanced environmental standards in residential developments we support 		
<p>Other Options Rejected and Why:</p> <ul style="list-style-type: none"> • The budget needs to be allocated or it will be reclaimed. 		
Start Date: 2022		Completion Date: To be determined
Capital Cost (Total):	Year 1 (22/23)	Year 2 (23/24)
£5,240,000	£2,620,000	£2,620,000
Capital Cost (Breakdown) £: To be determined		
Works	Equipment	Other
		Fees

Additional Revenue cost/(saving)per annum:	Year 1: 22/23	Year 2: 23/24
Year 3: 24/25	Year 4: 25/26	Year 5: 26/27
Proposed Funding		
External: Planning Agreements – Land North of Bingham £3.780m Other £322k	Internal: Capital Receipts £1.138m	
Useful Economic Life (years): N/A	New/Replacement: N/A	
Depreciation per annum: N/A	Capital Financing Costs: £5,690 p.a. as opportunity cost of lost interest on capital receipts	
Residual Value: N/A	Category of Asset: To be determined. Grants to RPs – Revenue Expenditure funded from Capital under Statute (REFCUS)	
IFRS 16 New Lease Assessment Checklist Completed?		N/A

PROJECT APPRAISAL FORM

Project Name: Cotgrave Leisure Centre - Enhancements	Cost Centre: TBC	Ref: 9
<p>Detailed Description: Provisions slipped from 21/22 Cabinet (Dec 21): £310k Change Village Refurbishment; £150k roofs to sports and pool halls; and £15k external lighting upgrade In addition: £100k Sports Hall Floor Replacement £100k Dry Change Refurbishment</p> <p>£200k included in 23/24 for refurbishment of pool lining.</p> <p>£150k included in 24/25 for upgrades to dry side ventilation; A/C upgrade; electrical distribution system; further external lighting upgrades; and replacement of the cold-water storage tank.</p> <p>The £675k capital investment in financial year 22/23 would see a significant refurbishment of the leisure centre to improve disability access, toilet facilities and the changing village to provide a modern fit for purpose environment accessible to all and will include reconfiguration to better utilise the space and provide fitness studios in keeping with the modern fitness culture. In addition, works to the sports hall will see upgrades to ensure integrity of the fabric and structure and replace worn end of life flooring. Works will include any required upgrades to lighting, heating, ventilation, security, and fire systems as determined by reconfigured spaces.</p>		
Location: Cotgrave Leisure Centre	Executive Manager: Neighbourhoods	
<p>Contribution to the Council's aims and objectives: Corporate Priorities:</p> <ul style="list-style-type: none"> • Quality of Life • Efficient Services • The Environment <p>Strategic Commitments:</p> <ul style="list-style-type: none"> • Protecting our residents' health and facilitating healthier lifestyle choices. • Provide high quality community facilities which meet the needs of our residents and contribute towards the financial independence of the Council. • Creating opportunities for young people to realise their potential. • Ongoing appraisal and alignment of resources linked to growth aspirations. • Working to achieve carbon neutral status for the Council's operations. 		
<p>Community Outcomes:</p> <ul style="list-style-type: none"> • To ensure the provision of high-quality community facilities which meet community need. • To protect our residents' health and facilitate healthier lifestyle choice. 		
<p>Environmental Outcomes:</p> <ul style="list-style-type: none"> • Material selection, wherever possible locally sourced, carbon efficient production, longevity of materials will be considered when selecting finishes • Upgrades to lighting and mechanical building elements will look to use low energy technology wherever feasible 		
<p>Other Options Rejected and Why: Do not carry out refurb works – this would result in further deterioration of the fabric/fixtures/finishes which will potentially increase revenue maintenance/operating costs and with worsening visual appearance, diminish customer experience/satisfaction. This may also lead to loss of customers resulting in a less efficient service.</p>		
Start Date: 2022	Completion Date: 2025	

Capital Cost (Total):	Year 1:22/23	Year 2: 23/24	Year 3: 24/25
£875,000 (2 years)	£675,000	£200,000	£150,000
Capital Cost (Breakdown) £: to be determined			
Works £833,000	Equipment	Other	Fees £42,000
Additional Revenue cost/(saving)per annum:	Year 1: 22/23		Year 2: 23/24
	Year 3: 24/25		Year 4: 25/26
Proposed Funding			
External:		Internal: Capital Receipts	

Useful Economic Life (years): 20	New/Replacement: Replacement
Depreciation per annum: £43,750	Capital Financing Costs: £4,375 p.a. as opportunity cost of lost interest.
Residual Value: N/A	Category of Asset: Operational Land & Buildings/Equipment
IFRS16 New Lease Checklist Completed?	N/A

PROJECT APPRAISAL FORM

Project Name: Edwalton Golf Course - Enhancements	Cost Centre: TBC	Ref: 10
<p>Detailed Description: Refurbishment of a self-contained annex within the Edwalton Golf Pavilion, with associated change of use to bring it into the main pavilion to provide additional commercial hire space for the Golf Operator.</p> <p>Up until February 2020 a self-contained two-bedroom flat within the golf pavilion was let as a domestic residence to a tenant. The property was flooded in storms and the tenant was relocated. It became obvious on gaining entry to the flat that the property had been in a poor state of repair even before the flood. The property has since sat empty with no remediation measures and has continued to deteriorate. As the property continues to sit empty it incurs council tax liability which will increase in March 2022 due to it being a long-term void.</p> <p>Business case assessment has determined it better to re-let the area as commercial use, complimentary to the golf operations, rather than as another residential flat. Hire income would come to the council via the golf operator contract management fee arrangement.</p> <p>Work would include stripping out all flood damaged fixtures and fittings, replacing the kitchen to provide kitchenette for hire, converting the bathroom to an accessible unisex toilet, refurbishing the lounge and the bedrooms to provide lettable rooms for hire, either events by the hour or on licence to complimentary golf services such as physiotherapy or similar. Works would include remedying all damp, new flooring, wall surfaces, woodwork and architrave, lighting and any required heating upgrades and any measures needed to the fire alarm system. Some basic remedial works to the small outside garden area to provide a pleasant easy to maintain outdoor space would also be required.</p>		
Location: Edwalton Golf Course	Executive Manager: Neighbourhoods	
<p>Contribution to the Council's aims and objectives:</p> <p>Corporate Priorities:</p> <ul style="list-style-type: none"> • Quality of Life • Efficient Services • The Environment <p>Strategic Commitments:</p> <ul style="list-style-type: none"> • Protecting our residents' health and facilitates healthier lifestyle choices. • Provide high quality community facilities which meet the needs of our residents and contribute towards the financial independence of the Council. • Ongoing appraisal and alignment of resources linked to growth aspirations. • Working to achieve carbon neutral status for the Council's operations. 		
<p>Community Outcomes:</p> <ul style="list-style-type: none"> • To ensure the provision of high-quality community facilities which meet community need. • To protect our residents' health and facilitate healthier lifestyle choice. 		
<p>Environmental Outcomes:</p> <ul style="list-style-type: none"> • Upgrades to the heating system will seek to ensure that the most appropriate energy efficient system is installed to reduce bills and carbon footprints in the future. • Careful thought to the external landscaping will seek to ensure biodiversity alongside ease of maintenance 		
<p>Other Options Rejected and Why: Do not carry out refurb works – this would result in further deterioration of the fabric/fixtures/finishes which will potentially increase revenue maintenance/operating costs and with worsening visual appearance, diminish customer experience/satisfaction. This would also result in council tax liability</p>		

costs with no opportunity to offset with an income,			
Refurbish and re-let as a self-contained flat – the rooms are better used to increase the space in the pavilion to provide services to benefit residents and to encourage/facilitate healthier lifestyle choices than to create a dwelling for one individual. Including the refurbished rooms into the existing pavilion and golf operator delivery model provides greater flexibility for the future of the pavilion than if a sitting residential tenant was in occupation.			
Start Date: 2022		Completion Date: 2023	
Capital Cost (Total):	Year 1:22/23	Year 2: 23/24	
£30,000	£30,000	£0	
Capital Cost (Breakdown) £: to be determined			
Works £28,500	Equipment	Other	Fees £1,500
Additional Revenue cost/(saving)per annum:	Year 1: 22/23	Year 2: 23/24	
Year 3: 24/25	Year 4: 25/26	Year 5: 26/27	
Proposed Funding			
External:		Internal: Capital Receipts. Potential Climate Change elements of the scheme to be determined and assessed for funding from the specific reserve.	
Useful Economic Life (years): 15		New/Replacement: Replacement	
Depreciation per annum: £2,000		Capital Financing Costs: £150 p.a. as opportunity cost of lost interest.	
Residual Value: N/A		Category of Asset: Operational Land & Buildings/Equipment	
IFRS16 New Lease Checklist Completed?			N/A

PROJECT APPRAISAL FORM

Project Name: Play Areas W.B. (Special Expense)	Cost Centre: 0664	Ref: 11
<p>Detailed Description: The priority project for 2022/23 will be Adbolton Lane Play area, Lady Bay West Bridgford</p> <p>The scheme will prioritise the replacement of play equipment and safety surfacing, ground-based games graphics and improvements to drainage to combat water ponding to the front of the play area in times of wet weather</p> <p>It is proposed that the project will be managed by Via East Midlands and procured via the ESPO framework</p>		
		
<p>It is proposed to deliver these works in Autumn 2022 for when Children and young people return to school/college.</p> <p>Projects for 2023/24 will be assessed and prioritised.</p>		
Location: West Bridgford	Executive Manager: Neighbourhoods	
<p>Contribution to the Council's aims and objectives:</p> <p>Corporate Priorities:</p> <ul style="list-style-type: none"> • Quality of Life • Efficient Services • The Environment <p>Strategic Commitments:</p> <ul style="list-style-type: none"> • Protecting our residents' health and facilitating healthier lifestyle choices. • Provide high quality community facilities which meet the needs of our residents. • Creating opportunities for young people to realise their potential. • Delivering a scheme refurbishment identified within the Rushcliffe Play Strategy • Working to achieve carbon neutral status for the Council's operations. 		
<p>Community Outcomes:</p> <ul style="list-style-type: none"> • To ensure the provision of high-quality community facilities which meet community need. • To protect our residents' health and facilitate healthier lifestyle choice. • To provide a facility to engage with young people who may otherwise not take part in formal sports or physical activity. 		
<p>Environmental Outcomes:</p> <ul style="list-style-type: none"> • The tender process will take into consideration supply chain, Carbon reduction measures from the supplier use of materials to procure the most sustainable play facility for the community 		
<p>Other Options Rejected and Why: Doing nothing would result in increased maintenance costs for ageing equipment, reduced appeal of the</p>		

play areas leading to lower levels of use and be inconsistent with the vision of high-quality parks and leisure facilities. A lack of replacement programme would, over time, lead to an increased health and safety risk.			
Start Date: April 2021		Completion Date: March 2022	
Capital Cost (Total):	Year 1: 22/23	Year 2: 23/24	
£150,000	£75,000	£75,000	
Capital Cost (Breakdown) £: split of equipment costs to be determined			
Works £143,000	Equipment	Other	Fees £7,000
Additional Revenue cost/ (saving) per annum:	Year 1: 22/23	Year 2: 23/24	
Year 3: 24/25	Year 4: 25/26	Year 5: 26/27	
Proposed Funding			
External:		Internal: Regeneration and Community Projects Reserve (Special Expense)	
Useful Economic Life (years): 15		New/Replacement: Replacement	
Depreciation per annum: £10,000		Capital Financing Costs: £750 p.a. as opportunity cost of lost interest.	
Residual Value: N/A		Category of Asset: Infrastructure/Equipment	
IFRS16 New Lease Checklist Completed?			N/A

PROJECT APPRAISAL FORM

Project Name: West Park Enhancements - Special Expense	Cost Centre: 0320	Ref: 18
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Detailed Description:

The Sir Julian Cahn Pavilion centenary year is 2023. The wooden constructed former cricket pavilion underwent a substantive refurbishment in 2004 and is now in need of further works to preserve the building and ensure that it meets the needs of the local community. It is proposed that it becomes the primary building for wedding and parties offered by the council.



The upgrade would include replacing the existing toilets and bar area; kitchen unit replacements; replacement of timber bay windows; installation of bi-fold doors to provide access to the grassed area in front of the building; and remodelling the disabled entry to provide improved access.

Works to include replacement of sanitary ware, fixtures, fittings, and finishes. We would also explore upgrading the boiler and establish if solar panels could be fitted to the rear of the building's roof to improve environmental standard and minimise water and power consumption. An additional £20k has been included to upgrade the public toilet.

Further survey work is needed to understand if there is any underpinning work required given the construction and age of the pavilion and the current costing and timescales are estimated based upon Estate's capacity to support the delivery of the project.

The project would also include the installation of modern technology such as Wi-Fi

Location: West Park – Julien Cahn Pavilion	Executive Manager: Neighbourhoods
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Contribution to the Council's aims and objectives:

Corporate Priorities:

- Quality of Life
- Efficient Services
- The Environment

Strategic Commitments:

- Protecting our residents' health and facilitating healthier lifestyle choices.
- Provide high quality community facilities which meet the needs of our residents and contribute towards the financial independence of the Council.
- Creating opportunities for young people to realise their potential.
- Ongoing appraisal and alignment of resources linked to growth aspirations.
- Working to achieve carbon neutral status for the Council's operations.

Community Outcomes:

Upgrade works will enhance customer experience and improve efficiency of the facility.

Environmental Outcomes:

The Pavilion would be refurbished to the latest building regulations and environmental standards, it is proposed to have solar PV to its southern roof elevation and explore if an air source heat pump could be installed to minimising its Carbon Footprint. Thermal efficient windows and water and heat saving

infrastructure would be included in the refurbishment.			
Other Options Rejected and Why: Do not refurbish the Pavilion – this would result in lower customer experience/perceptions of the facility and miss an opportunity to minimise operational costs and achieve Carbon reduction targets for our Estate. It would also put at risk an historic building within West Bridgford falling into decline			
Start Date: Jan 2023		Completion Date: July/August 2023	
Capital Cost (Total):	Year 1:22/23	Year 2: 23/24	
£320,000	£320,000		
Capital Cost (Breakdown) £: equipment still to be identified from works element			
Works £290,000	Equipment	Other	Fees £30,000
Revenue cost per annum:	Year 1: 22/23 Not quantifiable at this stage but should see revenue spend on electricity and repairs reduce; income from bookings to increase.		Year 2: 23/24
Year 3: 24/25	Year 4: 25/26		Year 5: 26/27
Proposed Funding			
External:		Internal: Capital Receipts in the first instance repayable from West Bridgford Special Expense by annuity. Potential Climate Change elements to be determined and assessed for funding from the specific reserve.	
Useful Economic Life (years): 30 years		New/Replacement: Replacement	
Depreciation per annum: £10,700		Capital Financing Costs: £1,600 p.a. – opportunity cost of lost interest	
Residual Value: N/A		Category of Asset: Operational Land and Buildings/Equipment	

PROJECT APPRAISAL FORM

Project Name: Gresham Improvements to Land Drainage	Cost Centre: 0280	Ref: 13
Detailed Description: Surface water drainage of the Gresham site is generally via a substantial swale which separates the main car park from the playing fields to the south east. This swale has become surcharged with sediment and fallen vegetable matter which is reducing water storage capacity and impeding flows. As the swale is lined with trees and is largely inaccessible, regular maintenance is difficult. It is proposed to carry out a wholesale clearance of the swale to restore its capacity and improve water flows. The works will be carried out by specialist contractors following detailed study to ensure that protected species are not negatively impacted, and biodiversity is supported.		
Location: Gresham	Executive Director: Neighbourhoods	
Contribution to the Council's aims and objectives: Corporate Priorities: <ul style="list-style-type: none"> • Quality of Life • Efficient Services • The Environment Strategic Commitments: <ul style="list-style-type: none"> • Protecting our residents' health and facilitating healthier lifestyle choices. • Provide high quality community facilities which meet the needs of our residents and contribute towards the financial independence of the Council. • Creating opportunities for young people to realise their potential. • Ongoing appraisal and alignment of resources linked to growth aspirations. • Robust asset management • Working to achieve carbon neutral status for the Council's operations. 		
Community Outcomes: To ensure the provision of high-quality community facilities which meet community need. To protect our residents' health and facilitate healthier lifestyle choice.		
Environmental Outcomes: Protected species, if present, will be preserved and biodiversity will be enhanced by the increased water flows which help to minimise stagnation and methane gas emissions.		
Other Options Rejected and Why: Doing nothing would increase the risk of localised flooding which puts at risk the operational performance and efficiency of the facility, giving rise to reducing customer perception which negatively impacts revenue generation.		
Start Date: 2023		Completion Date: 2024
Capital Cost (Total):	Year 1: 22/23	Year 2: 23/24
£100,000	£0	£100,000
Capital Cost (Breakdown) £: to be determined		
Works £95,000	Equipment	Other
		Fees £5,000
Additional Revenue cost/(saving)per annum:	Year 1: 22/23	Year 2: 23/24
Year 3: 24/25	Year 4: 25/26	Year 5: 26/27

Proposed Funding	
External:	Internal: Capital Receipts
Useful Economic Life (years): 25	New/Replacement: New
Depreciation per annum: £4,000	Capital Financing Costs: £500 p.a. as opportunity cost of lost interest.
Residual Value: N/A	Category of Asset: Infrastructure
IFRS16 New Lease Checklist Completed?	N/A

PROJECT APPRAISAL FORM

Project Name: Rushcliffe Country Park Enhancements	Cost Centre: 0504	Ref: 14
Detailed Description: £75k provision comprises: <u>£20k RCP composting toilet upgrade</u> Upgrade the current toilet provision to an improved 'Zero Discharge' system that is more hygienic, suitable for the location and able to cope with the high user numbers. The toilets that serve the play area at RCP were installed in 2009. They were chosen as there is no water supply in that area of the park and composting toilets were seen to be the best option at the time. The toilets worked when initially installed however as the park gained popularity and received more footfall, they stopped working efficiently due to the lack of 'rest' time needed to break down the waste. The previous park manager worked with the supplier to find solutions, but after multiple alterations they were not able to successfully make them work in the way designed.  <i>Image 1. The current toilet provision at Rushcliffe County Park</i>  <i>Image 2. The raw waste was stored unhygienically, smells and required shovelling out by hand.</i>  <i>Image 3. An example of the upgraded toilets.</i> Based on a case study of RCP, the toilet providers have developed a new 'Zero discharge' system for busy areas that doesn't compost the waste and just requires the tanks to be emptied a couple of times a year. This is essentially what is currently taking place, but would be in a presentable, smell free and hygienic way. <u>Budget implications</u> Upgrading and utilising the infrastructure that is already in place will bring the cost down considerably. The total cost to upgrade and develop the toilet system and housing is estimated at £20,000. In comparison, to fully replace the toilets with new would cost an estimated £30,000.		

£25k footpath improvements

There are 8km of paths around Rushcliffe Country Park. The park attracts an estimated 300,000+ visitors per year. Increased footfall, more frequent and extreme weather events have led to significant erosion of the park's paths (See image 4).



Image 4. An example of path erosion

Without continual maintenance they become unusable for wheelchair and pushchair users and have led to numerous complaints.

An annual program of repairs is needed to address the degradation of the paths. Priority areas include the visitors centre and children's play area. Maintenance works would then need to radiate out from these gradually bringing the rest of the park back up to what is expected of a Green Flag award winning park.

A request for £25,000 capital provision to be made in 2022/23 to bring the park footpaths up to standard. These works will need to be supported with a rolling annual path maintenance budget of £5,000 (initially covering a five-year period 2023/24 - 2027/28) and for this to be included in the revenue budget.

£22k PV panels

The proposed is a 14.85kWp system location on the south facing aspect of the education centre.

The output of the solar will be classed as use for the education centre (reducing scope 2 emissions) which is one of the main reasons for its positioning on the education centre roof.

The cost for the system (including installation) is £21,970, this will be met from the Climate Change reserve fund, estimated pay back of around 11 years.

In conjunction with the installation of the air source heat pump below, will relieve pressure on the in-year renovation budget as well as being the correct and appropriate use of the fund.

£8k Source heat pump

The current boiler is 15 years old; it is expensive to run (£1,500 per year on fuel), and is at the end of its useful life.

The only storage location for the wood pellets is the workshop storage room where containers of oil and petrol are also stored.

From a health and safety perspective, biomass presents significant safety issues.

Flammability - Wood pellets can spontaneously self-combust if exposed to moisture.

Carbon monoxide poisoning - Whilst stored, wood pellets absorb oxygen from the atmosphere, in small spaces with poor ventilation this can result in lethal buildup of carbon monoxide. 11 people have died in the last decade from entering an enclosed wood pellet storage room.

DSEAR risk -Tipping of wood pellets into a boiler creates dust, this dust is highly explosive under the right conditions.

Manual handling – sacks of wood pellets are carried by rangers from the tool shed to feed the boiler –

the distance to carry will be increased when the tool shed is moved.

An air-to-water heat pump transfers heat from the outside air to water, which heats radiators or underfloor heating.

Full installations costs £8,000

Payback 5 – 9 years (dependent on system cost)

Air as a fuel source is free, it generates no direct emissions. The fan runs on mains electricity; however, they are efficient and low usage and for every 1kWh of electricity used the system produces 3kWh of heat.

Frees up internal space as the pump system is mostly external to the building

Location: Rushcliffe Country Park

Executive Manager: Neighbourhoods

Contribution to the Council’s aims and objectives:

Corporate Priorities:

- Quality of Life
- Efficient Services
- The Environment

Strategic Commitments:

- Protecting our residents’ health and facilitating healthier lifestyle choices.
- Provide high quality community facilities which meet the needs of our residents and contribute towards the financial independence of the Council.
- Creating opportunities for young people to realise their potential.
- Ongoing appraisal and alignment of resources linked to growth aspirations.
- Working to achieve carbon neutral status for the Council’s operations.

Community Outcomes:

- To ensure the provision of high-quality community facilities which meet community need.
- To protect our residents’ health and facilitate healthier lifestyle choice.

Environmental Outcomes:

Bio-Mass Boiler

The burning of biomass results in both carbon dioxide and nitrogen dioxide emissions (NO₂ and CO₂), which is bad for the environment, although this is better than oil or gas, there are cleaner alternatives entering the market. Clean air source heat pumps and solar PV represent current best practice.

Other Options Rejected and Why:

Toilets - To leave toilets in their current state poses significant health and safety risk. Traditional toilet provisions were considered for the area, however the high cost of installing the necessary water and sewage works made this option unviable.

Footpaths – The current state of the footpaths is a risk to both health and safety and reputation.

PV panels and heat pump – a like for like replacement would do little to achieve our carbon reduction targets the council has set for 2030.

Start Date: 2022

Completion Date: 2023

Capital Cost (Total):

Year 1:22/23

Year 2: 23/24

£75,000

£75,000

£0

Capital Cost (Breakdown) £: to be determined			
Works £41,500	Equipment £30,000	Other	Fees £3,500
Additional Revenue cost/(saving)per annum:	Year 1: 22/23 £5000 pa for footpaths -£1500 pa wood pellets	Year 2: 23/24	
Year 3: 24/25	Year 4: 25/26	Year 5: 26/27	
Proposed Funding			
External:		Internal: Capital Receipts £45k Climate Change Reserve £30k	

Useful Economic Life (years): Toilet - 20 Footpaths- 5 PV panels and air source heat pump - 20	New/Replacement: New and replacement
Depreciation per annum: Toilet £1,000 Footpaths £5,000 PV & air pump £1,500	Capital Financing Costs: £375p.a. as opportunity cost of lost interest.
Residual Value: N/A	Category of Asset: Operational L & B/Infrastructure/Equipment
IFRS16 New Lease Checklist Completed?	N/A

PROJECT APPRAISAL FORM

Project Name: Rushcliffe Country Park Play Area	Cost Centre: 0412	Ref: 15
<p>Detailed Description: Rushcliffe Country park Play Area</p> <p>The scheme will prioritise the replacement of individual pieces of play equipment and safety surfacing, ground-based games graphics and improvements to sand-based play equipment and sand migration.</p> <p>It is proposed that the project will be project managed by Via East Midlands and procured via the ESPO framework</p> <div style="text-align: center;">  </div> <p>We will also explore opportunities for shading adjacent to the play area for small children and families and opportunity to improve the natural elements of the play experience.</p>		
Location: Rushcliffe Country Park	Executive Manager: Neighbourhoods	
<p>Contribution to the Council's aims and objectives:</p> <p>Corporate Priorities:</p> <ul style="list-style-type: none"> • Quality of Life • Efficient Services <p>Strategic Commitments:</p> <ul style="list-style-type: none"> • Protecting our residents' health and facilitating healthier lifestyle choices. • Provide high quality community facilities which meet the needs of our residents and contribute towards the financial independence of the Council. • Creating opportunities for young people to realise their potential. • Ongoing appraisal and alignment of resources linked to growth aspirations. 		
<p>Community Outcomes:</p> <ul style="list-style-type: none"> • To ensure the provision of high-quality community facilities which meet community need. • To protect our residents' health and facilitate healthier lifestyle choice. 		
<p>Environmental Outcomes:</p> <ul style="list-style-type: none"> • The tender process will take into consideration supply chain, Carbon reduction measures from the supplier use of materials to procure the most sustainable play facility for the community 		
<p>Other Options Rejected and Why:</p> <p>Doing nothing would put at risk the operational performance and efficiency of the facility, reducing customer experience/satisfaction and, in turn, reduce revenue income.</p>		
Start Date: 2023		Completion Date: 2024
Capital Cost (Total):	Year 1:22/23	Year 2: 23/24

£100,000	£0	£100,000	
Capital Cost (Breakdown) £: to be determined			
Works £25,000	Equipment £70,000	Other	Fees £5,000
Additional Revenue cost/(saving)per annum:		Year 1: 22/23	Year 2: 23/24
Year 3: 24/25		Year 4: 25/26	Year 5: 26/27
Proposed Funding			
External:		Internal: Capital Receipts	

Useful Economic Life (years): 15	New/Replacement: Replacement/New
Depreciation per annum: £6,600	Capital Financing Costs: £500 p.a. as opportunity cost of lost interest.
Residual Value: N/A	Category of Asset: Infrastructure/Equipment
IFRS16 New Lease Checklist Completed?	N/A

PROJECT APPRAISAL FORM

Project Name: Alford Road Football Goals 22-23 – Special Expense	Cost Centre: 0639	Ref: 16
Detailed Description: The Football Goals at Alford Road have come to the end of their useful life with no evidence of when they were last replaced. The supports are breaking on a regular basis and are showing signs of corrosion. The current goals do not meet the latest safety standard BSEN748 and BS8461:2012 <ul style="list-style-type: none"> Remove & dispose of existing goals & sockets on 5no. pitches. Supply & install 3no. sets 24' x 8' goals & sockets. Supply & install 2no. set 12' x 6' goals & sockets. 		
Location: Alford Road	Executive Manager: Neighbourhoods	
Contribution to the Council's aims and objectives: Corporate Priorities: <ul style="list-style-type: none"> Quality of Life Efficient Services Strategic Commitments: <ul style="list-style-type: none"> Protecting our residents' health and facilitating healthier lifestyle choices. Provide high quality community facilities which meet the needs of our residents and contribute towards the financial independence of the Council. Creating opportunities for young people to realise their potential. Ongoing appraisal and alignment of resources linked to growth aspirations. 		
Community Outcomes: <ul style="list-style-type: none"> To ensure the provision of high-quality community facilities which meet community need. To protect our residents' health and facilitate healthier lifestyle choice. 		
Environmental Outcomes: <ul style="list-style-type: none"> We would look to procure the equipment using local supply chains and local contractors. 		
Other Options Rejected and Why: Doing nothing would put at risk the operational performance and efficiency of the facility, reducing customer experience/satisfaction and, in turn, reduce revenue income.		
Start Date: 2022		Completion Date: 2022
Capital Cost (Total):	Year 1:22/23	Year 2: 23/24
£10,000	£10,000	£0
Capital Cost (Breakdown) £:		
Works	Equipment £10,000	Other
Additional Revenue cost/(saving)per annum:	Year 1: 22/23	Year 2: 23/24
Year 3: 24/25	Year 4: 25/26	Year 5: 26/27
Proposed Funding		

External:	Internal: Capital Receipts in the first instance repayable by annuity	
Useful Economic Life (years): 10	New/Replacement: Replacement	
Depreciation per annum: £1,000	Capital Financing Costs: £50 p.a. as opportunity cost of lost interest.	
Residual Value: N/A	Category of Asset: Equipment	
IFRS16 New Lease Checklist Completed?		N/A

PROJECT APPRAISAL FORM

Project Name: Edwalton Community Facility – Special Expense	Cost Centre: TBC	Ref: 17
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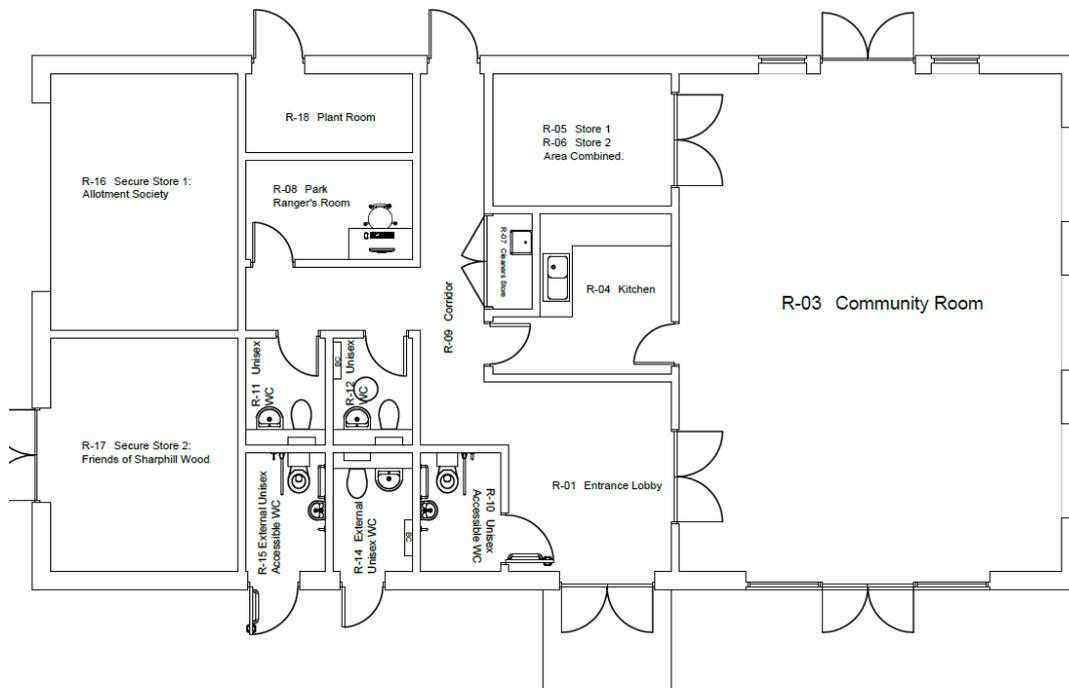
Detailed Description: Edwalton Community Facility

The Edwalton Community Hall proposals will form part of a new community focal point for the area as part of the Sharphill Sustainable Urban Extension (SUE). They will provide connections to the community parks and woods supporting environmental conservation projects, community groups and volunteers. Shown below as item 3 with its associated car parking, community orchard and allotments



The community hall will complement existing community infrastructure including the newly opened Rosecliffe Spencer Academy Primary School which would cater for larger group gatherings.

The proposed development will have a meeting room serving groups with a capacity of up to 40 people. The building will also include rangers/facilities office, storage, toilets, and kitchen facilities. It is also proposed to have externally accessed toilets for working parties using the woods and community groups that can be accessed when the main building is closed. The building will also have externally accessed storage for the allotment holders and Friends of Sharphill Wood to store materials which will improve co-ordination and the delivery of environmental based projects.



The Standard specification details we would like to see incorporated are:

External Standard Specification:

- Traditional masonry cavity external walls with brick work outer leaf and block work inner leaf
- Eaves height to be 3m to soffit minimum
- Truss rafter roof construction with Decra pan tiled effect roof finish
- Windows powered coated aluminium
- Roller shutters to all glazed openings (Doors and windows)
- External doors to the toilets and store rooms to be steel door sets.
- PV panels to the southern roof slope
- Paved area surrounding the building
- Anti vandal rain water pipes
- Anti vandal wall mounted bulk head fittings.

Internal Standard Specification:

- Solid floor construction, either a ground bearing slab or a beam and block solution
- Internal Walls, Plaster boarded ceilings with suitable paint finish
- Non-Slip vinyl flooring throughout. Polyflor Safety
- Entrance Matting. Burmatex
- Lighting, LED lighting throughout with PIR controls
- Air source heat pump for space heating and domestic hot water
- Ventilation to the kitchen and toilets
- All domestic water services to be mains fed except for the hot water calorifier.

Location: Edwalton

Executive Manager: Neighbourhoods

Contribution to the Council's aims and objectives:

Corporate Priorities:

- Quality of Life
- Efficient Services
- The Environment

Strategic Commitments:

- Provide high quality community facilities which meet the needs of our residents and contribute towards the financial independence of the Council.

<ul style="list-style-type: none"> Responsible income generation where deemed appropriate, to facilitate the delivery of services. Ongoing appraisal and alignment of resources linked to growth aspirations. Reviewing our policies and ways of working to protect natural resources, and to implement environmentally beneficial infrastructure changes. 			
Community Outcomes: <ul style="list-style-type: none"> To provide additional community infrastructure. Ensuring we are maximising our property holdings and aligning them with the needs of residents. Properties may be held for operational purposes, for community use, or for investment purposes. 			
Environmental Outcomes: The Edwalton Community building would be built to the latest building regulations and environmental standards, it is postposed to have solar PV to its southern roof elevation and an air source heat pump to ensure it is minimising its Carbon Footprint. One of the key objectives of the building is to support community projects and groups to conserve and protect Sharphill Woods and the associated community parkland that will be created.			
Other Options Rejected and Why: The Authority could decide not to progress the project, but this would not address the community need identified in the area			
Start Date: 2022 advanced design/surveys		Completion Date: 2024	
Capital Cost (Total):	Year 1:22/23	Year 2: 23/24	
£500,000	£0	£500,000	
Capital Cost (Breakdown) £: to be determined			
Works £455,000	Equipment	Other	Fees £45,000
Additional Revenue cost/(saving)per annum:	Year 1: 22/23		Year 2: 23/24
Year 3: 24/25	Year 4: 25/26		Year 5: 26/27
Proposed Funding			
External: External funding sources will be explored		Internal: Capital Receipts in the first instance repayable by annuity. Climate Change elements to be determined and assessed for funding from the specific reserve.	
Useful Economic Life (years): 40 years		New/Replacement: New	
Depreciation per annum: £12,500		Capital Financing Costs: £2,500 p.a.	
Residual Value: N/A		Category of Asset: Operational Land and Buildings Special Expense	
IFRS16 New Lease Checklist Completed?			To be assessed

PROJECT APPRAISAL FORM

Project Name: Gamston Community Centre - Special Expense		Cost Centre: TBC		Ref: 18	
Detailed Description: The proposal is for the upgrade of fixed mechanical and electrical equipment as it reaches the end of its useful life and to maintain building/user safety. A £50k budget is requested for the upgrade of heating plant in in 23/24 and £40k budget for replacement of fixed wiring in 24/25. The intention will be to utilise modern high efficiency replacement heating plant to minimise operating costs [offset rising energy costs] and maximise carbon efficiency – it is proposed that this element of the scheme be funded from the Carbon Management/Climate Change Reserve fund.					
Location: Gamston			Director: Neighbourhoods		
Contribution to the Council's aims and objectives: Corporate Priorities: <ul style="list-style-type: none"> • Quality of Life • Efficient Services • The Environment Strategic Commitments: <ul style="list-style-type: none"> • Robust asset management -the upgrading of ageing plant as it reaches the end of its useful life is sound asset management. • Provide high quality community facilities which meet the needs of our residents and contribute towards the financial independence of the Council. • Responsible income generation where deemed appropriate, to facilitate the delivery of services. • Ongoing appraisal and alignment of resources linked to growth aspirations. • Reviewing our policies and ways of working to protect natural resources, and to implement environmentally beneficial infrastructure changes. 					
Community Outcomes: Ensuring we are maximising our property holdings and aligning them with the needs of residents. Properties may be held for operational purposes, for community use, or for investment purposes.					
Environmental Outcomes: New heating plant installed will significantly reduce the sites operating costs and reduce carbon emissions due to higher efficiency of new plant and improved controls.					
Other Options Rejected and Why: Not carrying out upgrade works would put at risk operational certainty for the facility, negatively impact customer comfort and safety and fail to minimise operational costs and maximise carbon emission reductions.					
Start Date: 2023			Completion Date: 2025		
Capital Cost (Total):		Year 1:22/23	Year 2: 23/24	Year 3: 24/25	
£90,000		£0	£50,000	£40,000	
Capital Cost (Breakdown) £:					
Works £38,000		Equipment £50,000		Other	Fees £2,000
Additional Revenue cost/(saving)per annum:		Year 1: 22/23		Year 2: 23/24	

Year 3: 24/25	Year 4: 25/26	Year 5: 26/27
Proposed Funding		
External:	Internal: Capital Receipts in the first instance repayable from the West Bridgford Special Expense by annuity. Cost of replacement heating plant and controls (£50k) to be assessed for funding from the Climate Change Reserve.	
Useful Economic Life (years): 15	New/Replacement: Replacement	
Depreciation per annum: £6,000	Capital Financing Costs: £450 p.a. as opportunity cost of lost interest.	
Residual Value: N/A	Category of Asset: Operational Land and Buildings Special Expense/Plant & Equipment	
IFRS16 New Lease Checklist Completed?		N/A

PROJECT APPRAISAL FORM

Project Name: Information Systems Strategy	Cost Centre: 0596	Ref: 19
Detailed Description: An emerging strategy enabling an agile approach to operational delivery, taking advantage of new proven developments. The ICT Technical Delivery Plan details all technical projects, and the schedule for implementation, during the lifetime of the ICT Strategy.		
Location: Rushcliffe Arena	Executive Manager: Finance and Corporate	
Contribution to the Council's aims and objectives: Corporate Priorities: <ul style="list-style-type: none"> • Efficient Services • Quality of Life • The Environment • Digital-by-Design Strategic Commitments: <ul style="list-style-type: none"> • Ongoing appraisal and alignment of resources linked to growth aspirations. • Include digital principles in our communications and ways of undertaking business • Working to achieve carbon neutral status for the Council's operations. 		
Community Outcomes: <ul style="list-style-type: none"> • To ensure that we make best use of digital development where appropriate to deliver better services and operate more efficiently. • To enable residents to do business with us in a digital way if that is their preference. <p>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:</p> <ul style="list-style-type: none"> • Enabling Efficiency <ul style="list-style-type: none"> ○ Using Digital by Design principles to enable the Council to redesign processes/services to be more accessible and efficient, producing better, quicker, and more consistent outcomes for customers. • Responding flexibly and with agility to customer needs <ul style="list-style-type: none"> ○ To facilitate digital channels where appropriate by creating digital service that our customers view as their access channel of choice moving transactions away from face to face and telephony towards self-service facilities via Internet, 'My Account' portal, automated telephony, and kiosk technologies. • Increase our ability to work in effective partnerships <ul style="list-style-type: none"> ○ To continue the work to facilitate common policies, standards, systems, and infrastructure to drive out cost and create opportunities for greater resilience, efficiencies, and savings. • Modern architecture supporting efficient and agile working culture <ul style="list-style-type: none"> ○ Enabling the greater flexibility and agility of both employees and members through the deployment of appropriate technology including effective collaboration systems and tools. • Robust arrangements for business continuity, information management and governance and security <ul style="list-style-type: none"> ○ Safeguarding the Council's data by ensuring compliance with all relevant legislative, financial, and central government security standards. Improving maturity of the management and governance of information assets and delivering appropriate arrangements to ensure compliance with such as the General Data Protection Regulation (GDPR). 		

Environmental Outcomes:			
<ul style="list-style-type: none"> When new infrastructure or ICT equipment is procured, power consumption forms part of the decision making when assessing quality of products. 			
Other Options Rejected and Why:			
Projects are the subject of a business case to be presented to, and approved by, the Executive Manager for the corresponding Service Area to ensure that the most appropriate IT solution is chosen, having due regard to the alignment of technologies already in use across other local authorities, value for money and resilience. The option of not doing so would lead to outdated or incompatible technology, which would result in lower performance, higher maintenance costs and hinder the drive for greater efficiencies.			
Start Date: On-going		Completion Date: On-going	
Capital Cost (Total):	Year 1:22/23	Year 2: 23/24	
£460,000 (2 years)	£230,000	£230,000	
Capital Cost (Breakdown): To be determined			
Works	Equipment	Other	Fees
Additional Revenue cost/ (saving) per annum:	Year 1: 22/23		Year 2: 23/24
Year 3: 24/25	Year 4: 25/26		Year 6: 26/27
Proposed Funding			
External: N/A		Internal: Capital Receipts	
Useful Economic Life (years): 3		New/Replacement: New and Replacement	
Depreciation per annum: £77,000 year 1		Capital Financing Costs: £2,300 p.a. as opportunity cost of lost interest.	
Residual Value: Nil		Category of Asset: Intangible Assets and Equipment	
IFRS16 New Lease Checklist Completed?			N/A

PROJECT APPRAISAL FORM

Project Name: Streetwise Loan	Cost Centre: 0656	Ref: 20
Detailed Description: Provision to facilitate a loan to Streetwise Environmental Ltd to assist with the purchase of new and replacement vehicles. The loans will be repayable over 4 years, quarterly intervals at a market rate of interest to be agreed by the S151 Officer.		
Location: Unit 10 Moorbridge - Streetwise premises	Executive Manager: Finance and Corporate	
Contribution to the Council's aims and objectives: Corporate Priorities: <ul style="list-style-type: none"> • Efficient Services • Sustainable Growth • The Environment Strategic Commitments: <ul style="list-style-type: none"> • Ongoing appraisal and alignment of resources lined to growth aspirations • Reviewing service delivery models to ensure that residents are receiving consistently excellent services either delivered directly by the Council, or by our arm's length companies, or by private and public sector partners. • Bringing new business to the borough and nurturing our existing businesses, helping them to grow and succeed. • Working to achieve carbon neutral status for the Council's operations. 		
Community Outcomes: <ul style="list-style-type: none"> • To ensure that we have an integrated and strategic approach to how we provide our services. 		
Environmental Outcomes: There are no environmental outcomes in providing the loan, however, an ageing fleet may have safety implications, require increased maintenance and are less fuel efficient. Provision of this loan will assist in the ability of Streetwise to provide cleaner vehicles thereby assisting with carbon reduction		
Other Options Rejected and Why: Offering the loan maintains the strong working partnership between RBC and Streetwise Environmental Ltd. The loans will be repaid in full and thereby sums returned to the capital receipts pot. RBC revenue budget will be supported by the interest earned on the loans.		
Start Date: On-going		Completion Date:
Capital Cost (Total):	Year 1:22/23	Year 2: 23/24
£300,000 (2 years)	£150,000	£150,000
Capital Cost (Breakdown) £:		
Works	Equipment	Other £300,000 - loan
		Fees
Additional Revenue cost/(saving)per annum:	Year 1: 22/23 (0)	Year 2: 23/24 (£2,460)
Year 3: 24/25 (£4,415)	Year 4: 25/26 (£3,170)	Year 5: 26/27 (£1,680)
Proposed Funding		
External:		Internal: Capital Receipts
Useful Economic Life (years): N/A		New/Replacement: N/A
Depreciation per annum: N/A		Capital Financing Costs: Net nil as loan repaid

Residual Value: N/A	Category of Asset: Long/Short Term Debtor
IFRS16 New Lease Checklist Completed?	N/A

CAPITAL AND INVESTMENT STRATEGY 2022/23 – 2026/27

Introduction

1. The Local Government Act 3 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 Department for Levelling Up, Housing & Communities (DLUHC) has issued Guidance on Local Authority Investments that requires the Council to approve an investment strategy before the start of each financial year.
3. This report fulfils the Council's legal obligation under the Local Government Act 2003 to have regard to both the CIPFA Code and the DLUHC Guidance.
4. CIPFA have just released new editions of the Treasury Management Code and Prudential Code (20th Dec 2021). Some changes in the Prudential Code come into immediate effect, namely an **authority must not borrow to invest primarily for financial return**. Authorities may, however, defer introducing revised reporting requirements until **2023/24** (these include changes in **capital strategy, prudential indicators, and investment reporting**). There is no effective date stipulated for the Treasury Management Code but where possible these changes are reflected in the strategy.

The Capital Strategy

5. 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 Priorities (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)
 - Practicability (e.g., the achievability of the Corporate Strategy)
 - Proportionality (e.g., risks associated with investment are proportionate to financial capacity); and
 - ESG (Environmental, Social, and Governance e.g., address environmental sustainability in a manner which is consistent with our corporate policies)
6. Each year the Council will produce a Capital Programme to be approved by Full Council in March as part of the Council Tax setting.

7. Each scheme is supported by a detailed appraisal (which may also be a Cabinet Report), as set out in the Council's Financial Regulations. The capital appraisals will address the following:
- a) A detailed description of the project
 - b) How the project contributes to the Council's Corporate Priorities and Strategic Commitments
 - c) Anticipated outcomes
 - d) A consideration of alternative solutions
 - e) An estimate of the capital costs and sources of funding
 - f) An estimate of the revenue implications, including any savings and/or future income generation potential
 - g) A consideration of whether it is a new lease agreement
 - h) A consideration of sustainability in accordance with Corporate objectives
 - i) Any other aspects relevant to the appraisal of the scheme as the S151 Officer may determine

The appraisal requirement applies to all schemes except where there is regular grant support and if commercial negotiations are due to take place and further reporting to Cabinet or Full Council is therefore required.

8. From time-to-time unforeseen opportunities may arise, or new priorities may emerge, which will require swift action and inclusion in the Capital Programme. These schemes are still subject to the appraisal process and the Capital Programme will contain a contingency sum to allow such schemes to progress without disrupting other planned capital activity.

Capital Prudential Indicators

a) Capital Expenditure Estimates

9. 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.

Table1: Projected Capital Expenditure and Financing

	2021/22 Original £'000	2021/22 Revised £'000	2022/23 Estimate £'000	2023/24 Estimate £'000	2024/25 Estimate £'000	2025/26 Estimate £'000	2026/27 Estimate £'000
Capital Expenditure	28,158	27,222	13,841	6,455	2,845	1,950	2,335
Less Financed by:							
Capital Receipts	15,199	8,092	8,921	4,127	1,940	1,110	955
Capital Grants/ Contributions	6,003	7,731	3,315	2,178	695	695	695
Reserves	500	399	1,605	150	210	145	685
Total Financing	21,702	16,222	13,841	6,455	2,845	1,950	2,335
Underlying need to Borrow	6,456	11,000	-	-	-	-	-

10. The key risks to the capital expenditure plans are that the level of grants estimated is subject to change, anticipated capital receipts are not realised or are more than expected in the medium term; and the future of New Homes Bonus (NHB). Additional monies have been allocated for NHB in 2022-23 (£934k) but the Government intends to cease this scheme in 2023/24 which impacts on the level of capital grants received going forward.

b) The Council's Underlying Need to Borrow and Investment position

11. The Capital Financing Requirement (CFR) represents the Council's underlying need to borrow for capital expenditure and it remains a key indicator under the Prudential Code. This underlying need to borrow will increase the CFR (i.e., the use of internal borrowing, which reduces our investment balance). This increase is offset by Minimum Revenue Provision (MRP) and any additional voluntary contributions (VRP) raised through Council Tax, as a result of financing requirements in relation to the Arena development, Cotgrave redevelopment and in later years Bingham Leisure Hub and the Crematorium.
12. The Council also holds usable reserves and working capital which represent the underlying resources available for investment. The Council's current strategy is to use these resources, by way of internal borrowing, to avoid the commitment to external debt.
13. The table below summarises the overall position regarding borrowing and available investments and shows an increase in CFR reflecting the capital commitment on projects such as the Crematorium and Bingham Leisure Hub

Table 2: CFR and Investment Resources

	2021/22 Forecast £'000	2022/23 Forecast £'000	2023/24 Forecast £'000	2024/25 Forecast £'000	2025/26 Forecast £'000	2026/27 Forecast £'000
Opening CFR	6,300	16,226	14,933	13,640	12,347	11,054
CFR in year	11,000	-	-	-	-	-
Less: MRP etc	(1,074)	(1,293)	(1,293)	(1,293)	(1,293)	(858)
Closing CFR	16,226	14,933	13,640	12,347	11,054	10,196
Less: External Borrowing	-	-	-	-	-	-
Internal Borrowing	16,226	14,933	13,640	12,347	11,054	10,196
Less:						
Usable Reserves	(26,781)	(22,701)	(18,171)	(17,795)	(16,335)	(15,349)
Working Capital	(34,850)	(23,149)	(21,466)	(19,779)	(18,093)	(16,447)
Available for Investment	(45,405)	(30,917)	(25,997)	(25,227)	(23,374)	(21,600)

14. The Council is currently debt free and the assumption in the capital expenditure plans is that the Council will not need to externally borrow over the MTFs. Available resources (usable reserves and working capital) remain steady over the medium term, with usable reserves being used to finance both capital and revenue expenditure over time.
15. The new accounting standard IFRS16 comes into force on 1st April 2022. IFRS 16 affects how leases are measured, recognised, and presented in the accounts and essentially means that some leases may have to be classified as capital expenditure. The full impact of this change is still yet to be determined and this is likely to impact on the CFR. As we currently have no external borrowing this is unlikely to affect the Authorised Limit.

Minimum Revenue Provision Policy

16. DLUHC Regulations have been issued which require the Governance Scrutiny Group to consider a Minimum Revenue Provision (MRP) Statement in advance of each year. Further commentary regarding financing of the debt is provided in paragraphs 30-35. A variety of options are provided to Councils, so long as there is prudent provision. The Council has chosen the Asset Life Method (Option 3 within the Guidance) with the following recommended MRP Statement:

- *MRP will be based on the estimated life of the assets, in accordance with Option 3 of the regulations. Estimated life periods within this limit will be determined under delegated powers, subject to any statutory override. (DCLG revised guidance states maximum asset lives of 40 and 50 years for property and land respectively)*

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 reasonably 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.

17. As well as the need to pay off an element of the accumulated General Fund borrowing requirement, used to fund capital expenditure each year (the capital financing requirement - CFR), through a revenue charge (the MRP) the Council is also allowed to make additional voluntary contributions (voluntary revenue provision – VRP). In times of financial crisis, the Council has the flexibility to reduce voluntary contributions.

Treasury Management Strategy 2022/23 to 2026/27

18. The CIPFA Treasury Management Code (2021) defines treasury management activities as:

“The management of the organisation’s borrowing, investments and cash flows, including 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.”

The code also covers non-cash investments which are covered at paragraph 66 below. Under the revised Prudential code investments are separated into categories for Treasury Investment, Service Investment and Commercial Investment.
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.
20. This Strategy Statement includes those indicators that relate to the treasury management functions and help ensure that the Council’s capital investment plans are affordable, prudent, and sustainable, while giving priority to the security and liquidity of those investments.

The Current Economic Climate and Prospects for Interest Rates.

21. **The economy is recovering and expected to reach pre-covid levels at the beginning of 2022. Output is projected to rise by 6.9% in 2021, with growth moderating to 4.7% in 2022 and 2.1% in 2023. Consumption is the main driver of growth during the projection period. Business investment will improve but continues to be held back by uncertainty.**
22. Unemployment will continue to decline. The unemployment rate in the UK is projected to trend around 4% in 2022 dropping to 3.9% in 2023.
23. The Bank of England base rate is currently 0.25%. On the 16 December the Bank of England surprised the markets and raised the Bank Rate from 0.1% to 0.25%. It is expected to continue to rise by 25bps each year over the term of the MTFS. Link (the Council’s Treasury Advisors) are forecasting a stepped increase with rates of 1.25% expected by March 2025.
24. Inflation will keep increasing due to higher energy and commodity prices and continuing supply shortages. The inflation rate year on year is 5.1% in November. Inflation is expected to remain high at high levels for the first half of 2022 and then fall back towards 2% by the end of 2023.
25. The table below shows the assumed average interest (which reflects a prudent approach) that will be made over the next five years for budget setting purposes.

Table 3: Budgetary Impact of Assumed Interest Rate Going Forward

	2022/23	2023/24	2024/25	2025/26	2026/27
Anticipated Interest Rate (%)	0.50	0.75	1.00	1.25	1.25
Expected interest from investments (£)	592,300	554,000	545,900	542,700	539,800
Other interest (£)	81,000	72,000	64,000	59,000	59,000
Total Interest (£)	673,300	626,000	609,900	601,700	598,800
Sensitivity:	£	£	£	£	£
- 0.25% Interest Rate	(55,400)	(31,100)	(34,000)	(30,700)	(26,200)
+ 0.25% Interest Rate	55,400	31,100	34,000	30,700	26,200

26. In the event that a bank suffers a loss, the Council could be subject to bail-in to assist with the recovery process. The impact of a bail-in depends on the size of the loss incurred by the bank or building society, the amount of equity capital and junior bonds that can be absorbed first and the proportion of insured deposits, covered bonds and other liabilities that are exempt from bail-in.
27. The Council has managed bail-in risk by both reducing the amount that can be invested with each institution to £10 million and by investment diversification between creditworthy counterparties.

Borrowing Strategy 2022/23 to 2026/27

Prudential Indicators for External Debt

28. Table 2 above identifies that the Council will not need to externally borrow over the MTFs instead choosing to internally borrow. Whilst this means that no external borrowing costs (interest/debt management) are incurred, there is an opportunity cost of using internal borrowing by way of lost interest on cash balances.
29. The approved sources of long-term and short-term borrowing are:
- Internal borrowing
 - Municipal Bond Agency
 - Public Works Loan Board (or the body that will replace the PWLB in the future)
 - Local authorities
 - UK public and private sector pension funds
 - Commercial banks
 - Building Societies in the UK
 - Money markets
 - Leasing
 - Capital market bond investors
 - Special purpose companies created to enable local authority bond issue

Following the recent consultation PWLB have published new lending terms effective from 26th November 2020 and now General Fund Borrowing is in line with HRA at Gilts +80bps (certainty rate). There is also now the need to categorise the capital programme into 5 categories including service, housing, regeneration etc. If any Authority has assets

that are being purchased 'primarily for yield' anywhere in their capital programme they will not be able to access PWLB funding.

a) Authorised Limit for External Debt

30. 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 in the short term to maximise treasury management opportunities and either cover temporary cash flow shortfalls or use for longer term capital investment.

Table 4: The Authorised Limit

	2021/22 Estimate £'000	2022/23 Estimate £'000	2023/24 Estimate £'000	2024/25 Estimate £'000	2025/26 Estimate £'000	2026/27 Estimate £'000
Authorised Limit	25,000	25,000	25,000	25,000	25,000	25,000

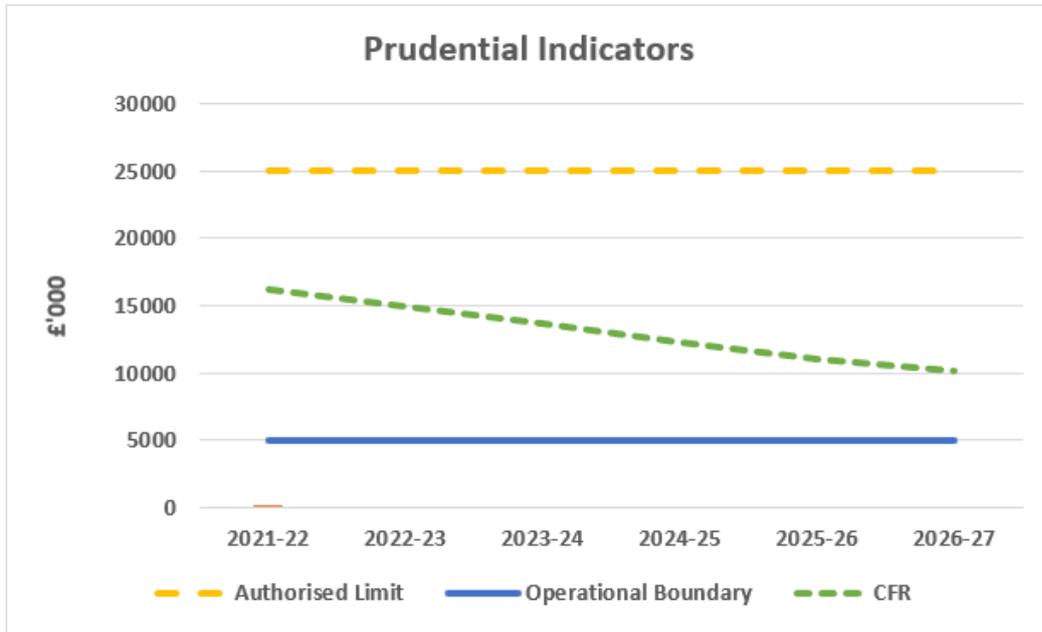
b) Operational Boundary for External Debt

31. The operational boundary is the expected borrowing position of the Council during the course of the year. It is normally calculated based on CFR and a buffer say £5m just in case. 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. The Operational Limit has been set at £20m and, whilst the Council is not expected to externally borrow over the period of the MTFs, this provides a cushion and gives flexibility should circumstances significantly change.

Table 5: The Operational Boundary

	2021/22 Estimate £'000	2022/23 Estimate £'000	2023/24 Estimate £'000	2024/25 Estimate £'000	2025/26 Estimate £'000	2026/27 Estimate £'000
Operational Boundary	20,000	20,000	20,000	20,000	20,000	20,000

32. The Prudential indicators are shown graphically below.



33. The TM Code introduces a new indicator called the Liability Benchmark which reflects the real need to borrow. This benchmark illustrates that the Council has no need to borrow over the medium term.

Prudential Indicators for Affordability

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

	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	£'000	£'000	£'000	£'000	£'000	£'000
Closing CFR	16,226	14,933	13,640	12,347	11,054	10,196
Less:						
Usable Reserves	(26,781)	(22,701)	(18,171)	(17,795)	(16,335)	(15,349)
Working Capital	(34,850)	(23,149)	(21,466)	(19,779)	(18,093)	(16,447)
Plus minimum investments	10,000	10,000	10,000	10,000	10,000	10,000
LIABILITY BENCHMARK	(35,405)	(20,917)	(15,997)	(15,227)	(13,374)	(11,600)

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

35. 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 downward trend, in later years, reflects the reduction in MRP as payments in relation to the Arena (i.e., it is fully funded) despite new non-treasury capital commitments in the Crematorium and Bingham Hub which give rise to

further MRP but also generate revenue budget efficiencies with either reduced costs or increasing income.

Table 6: Proportion of Financing Costs to Net Revenue Stream

	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate	2024/25 Estimate	2025/26 Estimate	2026/27 Estimate
General Fund	5.45%	5.29%	5.92%	5.91%	5.82%	2.18%

Investment Strategy 2022/23 to 2026/27

36. The movement in investments is due to increases in capital receipts related to Sharphill, disposal of the Depot Site at Abbey Road, sale of land in Cotgrave offset by application to finance capital expenditure. In addition, it reflects projected receipts and release of Section 106 monies.

Table 7: Investment Projections

	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate	2024/25 Estimate	2025/26 Estimate	2026/27 Estimate
Investments at 31 March	45,405	30,917	25,997	25,227	23,374	21,600

37. Both the CIPFA Code and the DLUHC 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. Accordingly, the Council ensures that robust due diligence procedures cover all external investments.

38. The Council will not knowingly invest directly in businesses whose activities and practices pose a risk of serious harm to individuals or groups, or whose activities are inconsistent with the Council’s Corporate Objectives and values. This would include avoiding direct investment in institutions with material links to:

- a) Human rights abuse (e.g., child labour, political oppression);
- b) Environmentally harmful activities (e.g., pollutants, destruction of habitat, fossil fuels); and
- c) Socially harmful activities (e.g., tobacco, gambling).

39. The Council will keep under review the sensitivity of its treasury assets and liabilities to inflation and will seek to manage the risk accordingly in the context of the whole of the Council’s inflation exposures.

40. The Council will invest its surplus funds with approved counterparties. Where appropriate, the Council is registered as a professional client (under “MIFID II”) with the counterparty limits shown below in Table 8 and counterparties included at Appendix (i):

Table 8: Counterparty Details

Credit Rating	Banks* Unsecured	Banks* Secured	Government	Corporates	Registered Providers
UK Govt	n/a	n/a	£ Unlimited 20 Years	n/a	n/a
AAA	£3.0m 3 years	£10.0m 10 years	£10.0m 20 years	£3.0m 10 years	£5.0m 10 years
AA+	£3.0m 2 years	£10.0m 10 years	£10.0m 5 years	£3.0m 4 years	£5.0m 4 years
AA	£3.0m 1 year	£10.0m 4 years	£10.0m 3 years	£3.0m 2 years	£5.0m 4 years
AA-	£3.0m 1 year	£10.0m 2 years			£5.0m 4 years
A+	£3.0m 6 months	£10.0m 2 years			£5.0m 2 years
A	£3.0m 6 months	£10.0m 1 year			£5.0m 2 years
A-	£3.0m 3 months	£10.0m 6 months			£5.0m 2 years
Pooled Funds**	£10m per fund				

*Banks includes Banks and Building Societies.

**Pooled funds do not have a defined maturity date. Monies in Money Market Funds can be withdrawn on the same date; monies in other pooled funds can be withdrawn giving the requisite notice, generally between 1 and 7 days.

Monies in the CCLA Property Fund can be withdrawn on each monthly redemption date, if required; it is the Council’s intention to hold its investment over a reasonable time frame for property investments, which is 5 years, subject to cash flow requirements.

41. 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 Link (our TM Advisors) even if they met the criteria above.
42. Changes to any of the above can be authorised by the Section 151 Officer or the Service Manager Finance and thereafter will be reported to the Governance Scrutiny 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.
43. The Authority may incur operational exposures, for example though current accounts, collection accounts and merchant acquiring services, to any UK bank with credit ratings

no lower than BBB- and with assets greater than £25 billion. These are not classed as investments but are still subject to the risk of a bank bail-in, and balances will therefore be kept below £2,000,000 per bank. The Bank of England has stated that in the event of failure, banks with assets greater than £25 billion are more likely to be bailed-in than made insolvent, increasing the chance of the Authority maintaining operational continuity.

44. Credit rating information is provided by Link on all active counterparties that comply with the criteria above. A counterparty list will be maintained from this information and any counterparty not meeting the criteria will be removed from the list.
45. Where an entity has its credit rating downgraded so that it fails to meet the approved investment criteria then:
 - no new investments will be made,
 - any existing investments that can be recalled or sold at no cost will be, and
 - full consideration will be given to the recall or sale of all other existing investments with the affected counterparty.
46. Where a credit rating agency announces that a credit rating is on review for possible downgrade (also known as “rating watch negative” or “credit watch negative”) so that it may fall below the approved rating criteria, then only investments that can be withdrawn [on the next working day] will be made with that organisation until the outcome of the review is announced. This policy will not apply to negative outlooks, which indicate a long-term direction of travel rather than an imminent change of rating.

Credit Risk

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. Full regard will therefore be given to other available information on the credit quality of the organisations, in which it invests, including credit default swap prices, financial statements, information on potential government support and reports in the quality financial press. No investments will be made with an organisation if there are substantial doubts about its credit quality, even though it may meet the credit rating criteria.
48. When deteriorating financial market conditions affect the credit worthiness of all organisations, as happened in 2008 and 2011, this is not generally reflected in credit ratings, but can be seen in other market measures. In these circumstances, the Authority will restrict its investments to those organisations of higher credit quality and reduce the maximum duration of its investments to maintain the required level of security. The extent of these restrictions will be in line with prevailing financial market conditions. If these restrictions mean that insufficient commercial organisations of high credit quality are available to invest the Authority’s cash balances, then the surplus will be deposited with the UK Government, via the Debt Management Office or invested in government treasury bills for example, or with other local authorities. This will cause a reduction in the level of investment income earned but will protect the principal sum invested.

Current investments

49. The Council uses its own processes to monitor cash flow and determine the maximum period for which funds may prudently be committed. The forecast is compiled on a prudent basis to minimise the risk of the Council being forced to borrow on unfavourable terms to meet its financial commitments. Limits on long-term investments are set by reference to the Authority's medium term financial strategy and cash flow forecast.
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 DLUHC 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 now defines "high credit quality" organisations as those having a credit rating of A- and above.

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. Limits on non-specified investments are shown in the following table:

Table 9: Non-specified Investment Limits

	Cash Limit
Total long-term investments	£15m
Total investments without credit ratings or rated below A- (except UK Government and local authorities)	£5m
Total investments (except pooled funds) with institutions domiciled in foreign countries rated below AA+	£3m
Total non-specified investments	£15m

Investment Limits

54. The Authority's revenue reserves available to cover investment losses in a worst-case scenario are forecast to be £19.2 million on 31st March 2022. The maximum that will be lent to any one organisation (other than the UK Government) will be £10.0 million. This figure is constantly under review to assess risk in the case of a single default. A group of banks under the same ownership will be treated as a single organisation for limit purposes. Limits will also be placed on fund managers, investments in brokers' nominee accounts, foreign countries, and industry sectors as below. Investments in pooled funds and multilateral development banks do not count against the limit for any single foreign country since the risk is diversified over many countries.

Table 10: Investment limits

	Cash limit
Any single organisation, except the UK Central Government	£10m each
UK Central Government	Unlimited
Any group of organisations under the same ownership	£10m per group
Any group of pooled funds under the same management	£10m per manager
Negotiable instruments held in a broker's nominee account	£10m per broker
Foreign countries	£3m per country
Registered providers	£5m in total
Unsecured investments with any building society	£3m in total
Loans across unrated corporates	£5m in total
Money Market Funds	£40m in total

Treasury Management limits on activity

55. The Council measures and manages its exposures to treasury management risks using the following indicators.

a) Interest Rate Exposures

56. This indicator is set to control the Authority’s exposure to interest rate risk. The upper limits on fixed and variable rate interest rate exposures, expressed as the amount of net interest payable will be:

Table 11: Interest Rate Exposure

	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Upper Limit on fixed interest rate exposure	50%	50%	50%	50%	50%	50%
Upper Limit on variable interest rate exposure	100%	100%	100%	100%	100%	100%

57. Fixed rate investments and borrowings are those where the rate of interest is fixed for at least 12 months, measured from the start of the financial year or the transaction date if later. All other instruments are classed as variable rate.

Principal Sums Invested over 1 year

58. 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. The limits on the long-term principal sum invested to final maturities beyond the period end are set at 50% of the sum available for investment (to the nearest £100k), as follows:

Table 12: Principal Sums Invested over 1 year

	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate	2024/25 Estimate	2025/26 Estimate	2026/27 Estimate
Limit on Principal invested over 1 year	22,700	15,400	13,000	12,600	11,600	10,800

Policy on the use of financial derivatives

59. Local authorities have previously made use of financial derivatives embedded into loans and investments both to reduce interest rate risk (e.g., interest rate collars and forward deals) and to reduce costs or increase income at the expense of greater risk (e.g. LOBO loans and callable deposits). The general power of competence in Section 1 of the Localism Act 2011 removes much of the uncertainty over local authorities’ use of

standalone financial derivatives (i.e., those that are not embedded into a loan or investment).

60. The Council will only use standalone financial derivatives (such as swaps, forwards, futures, and options) where they can be clearly demonstrated to reduce the overall level of the financial risks that the Authority is exposed to. Additional risks presented, such as credit exposure to derivative counterparties, will be considered when determining the overall level of risk. Embedded derivatives, including those present in pooled funds and forward starting transactions, will not be subject to this policy, although the risks they present will be managed in line with the overall treasury risk management strategy.
61. Financial derivative transactions may be arranged with any organisation that meets the approved investment criteria. The current value of any amount due from a derivative counterparty will count against the counterparty credit limit and the relevant foreign country limit.

Treasury Management Advisors

62. Link Treasury Services will act as the Council's treasury management advisors until 31st October 2023. 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.
63. 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

64. The updated TM Code requires Local Authorities to document a formal and comprehensive knowledge and skills schedule reflecting the need to ensure that both members officers dealing with treasury management are trained and kept up to date. This will require a suitable training process for members and officers. There will be specific training for members training involved in scrutiny and broader training for members who sit on full Council. Previously these needs have been reported through the Member Development Group, with the Council specifically addressing this important issue by:
 - Periodically facilitating workshops for members on finance issues;
 - Interim reporting and advising members of Treasury issues via GSG;

With regards to officers:

- Attendance at training events, seminars, and workshops; and
- Support from the Council's treasury management advisors.
- Identifying officer training needs on treasury management related issues through the Performance Development and Review appraisal process

Now CIPFA will require a tailored, recorded and monitored training schedule to ensure that training provided achieves the desired outcomes.

Other Options Considered

65. The DLUHC Guidance and the CIPFA Code do not prescribe any particular treasury management strategy for local authorities to adopt. Director of Finance and Corporate Services, having consulted the Cabinet Member for Finance, believes that the above strategy represents an appropriate balance between risk management and cost effectiveness. Some alternative strategies, with their financial and risk management implications, are listed below.

Alternative	Impact on income and expenditure	Impact on risk management
Invest in a narrower range of counterparties and/or for shorter times	Interest income will be lower	Lower chance of losses from credit related defaults, but any such losses may be greater
Invest in a wider range of counterparties and/or for longer times	Interest income will be higher	Increased risk of losses from credit related defaults, but any such losses may be smaller

Commercial Investments

66. The definition of investments in CIPFA's definition of treasury management activities above (paragraph 18) covers all financial assets of the organisation as well as other non-financial assets which the organisation holds primarily for financial returns, such as investment property portfolios. This may therefore include investments which are not managed as part of normal treasury management or under treasury management delegations.
67. The Council whilst committed to being self-sustainable has taken the decision to no longer invest on property for commercial gain. This accords with the current professional ethos of CIPFA, mentioned below. Hence the Council no longer has an Asset Investment Fund, which was £20m.
68. Last year the Council acquired two Business Units in West Bridgford, leaving a balance (in the Asset Investment Fund) of £3.828m which was removed from the Capital

Programme. Under the updated Prudential code Local Authorities will no longer be allowed to borrow to fund non-financial assets solely to generate a profit.

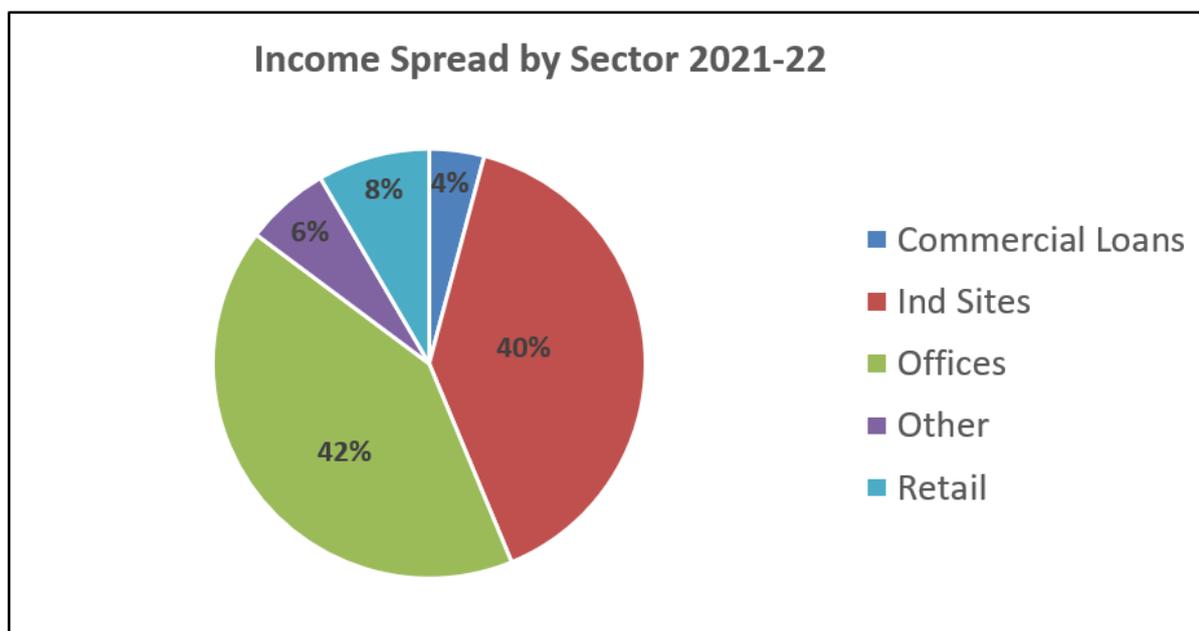
69. The Council will maintain a summary of current material investments, subsidiaries, joint ventures, and liabilities, including financial guarantees (i.e. Streetwise) and the organisation's risk exposure. The current summary is included at Appendix (ii).
70. The Council will also monitor past Commercial Property investments and against original objectives and consider plans to divest as part of an annual review. Cabinet report 14 December 2021 agenda item 6 – Review of Investment Assets refers.
71. Proportionality is now included as an objective in the Prudential Code, clarification and definitions to define commercial activity and investment are included, and the purchase of commercial property purely for profit cannot lead to an increased capital financing requirement (CFR). Paragraph 75 covers the issue of proportionality with different types of asset investments the Council has made.
72. The Authority must disclose its dependence on commercial income and the contribution non-core investments make towards core functions. This covers assets purchased through the Council's AIS, as well as other pre-existing commercial investments.
73. The expected contributions from commercial investments are shown below. To manage the risk to the Council's budget, income from commercial investments should not be a significant proportion of the Council's income. It is estimated to be around 23% in the current year.
 - a. **Dependence on commercial income and contribution non-core investments make towards core functions**
74. The expected contributions from existing commercial investments are shown in Table 13. To manage the risk to the Council's budget, income from commercial investments should not be a significant proportion of the Council's income. Our objective is that this ratio should not exceed 30%, subject to annual review (as demonstrated below):

Table 13: Commercial Investment income and costs

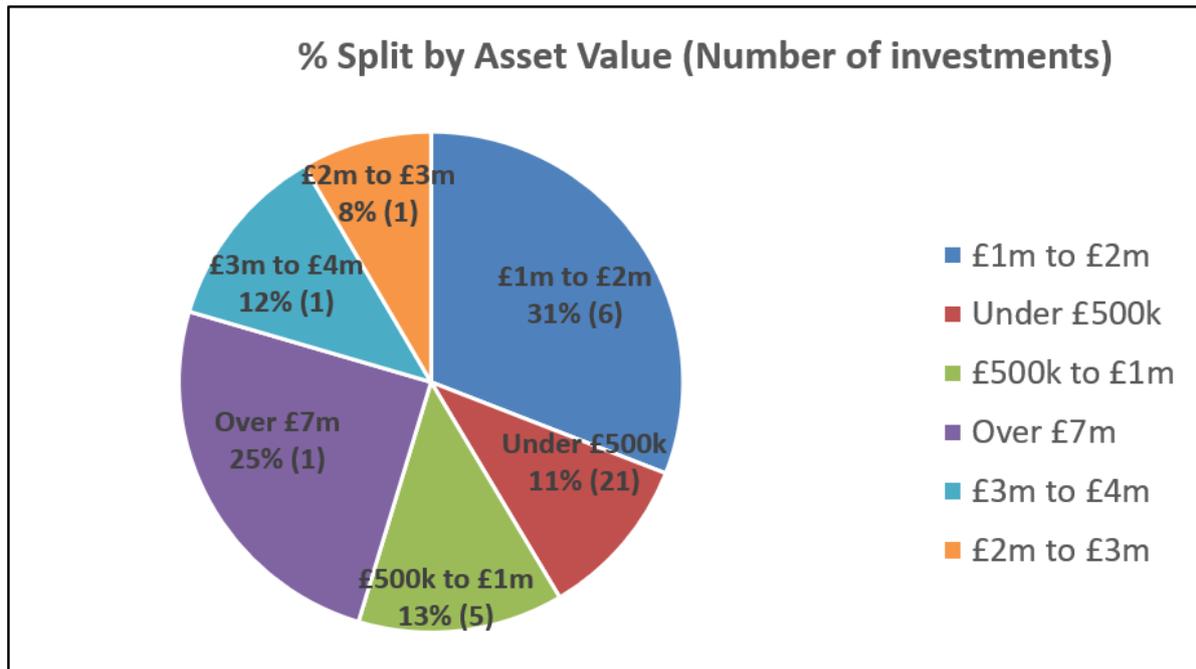
	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000
Commercial Property Income	(1,660)	(2,046)	(2,256)	(2,338)	(2,402)	(2,404)
Running Costs	516	533	528	528	528	528
Net Contribution to core functions	(1,144)	(1,513)	(1,728)	(1,810)	(1,874)	(1,877)
Interest from Commercial Loans	(89)	(81)	(72)	(64)	(59)	(59)
Total Contribution	(1,233)	(1,594)	(1,800)	(1,874)	(1,933)	(1,936)
Sensitivity:						
+/- 10% Commercial Property Income	166	205	226	234	240	240
Indicator:						
Investment Income as a % of total Council Income	22.8%	22.7%	24.2%	24.1%	24.5%	24.5%
Total Income	7,669	9,362	9,629	9,945	10,047	10,074

b) Risk Exposure Indicators

75. The Council can minimise its exposure to risk by spreading investments across sectors and by avoiding single large-scale investments. Generally, there is a spread of investment across sectors. The Council’s commitment to economic regeneration (not purely financial return) has meant that many of its investments have been in industrial units, which have been very successful.



c) Security and Liquidity



76. Commercial investments are held for longer term asset appreciation as well as yield. Investments or sales decisions will normally be planned as part of the consideration of the 5-year capital strategy to maximise the potential return. Nevertheless, the local and national markets are monitored to ensure any gains are maximised or losses minimised.
77. To help ensure asset values are maintained the assets are given quarterly inspections, together with a condition survey every 3 years. Any works required to maintain the value of the property will then form part of Council's spending plans.
78. The liquidity of the assets is also dependent on the condition of the property, the strength of the tenants and the remaining lease lengths. The Council keeps these items under review with a view to maximising the potential liquidity and value of the property wherever possible.
79. The liquidity considerations for commercial investments are intrinsically linked to the level of cash and short-term investments, which help manage and mitigate the Council's liquidity risk. A review of the Council's commercial assets was undertaken and reported to Governance Scrutiny Group in November 2021 and on to Cabinet December 21 paragraph 70 refers.
80. The investments are subject to ongoing review with regards to their financial viability or indeed whether they are surplus to requirement. At the November 2021 Governance Group Meeting and December 2021 Cabinet, details on the risks surrounding the Council's commercial properties were reported, as well as providing a pathway to potential commercial asset disposal, if required.

Counterparty Registrations under MIFID II

The Council is registered with the following regulated financial services organisations who may arrange investments with other counterparties with whom they have themselves registered:

- BGC Brokers LP
- Royal London Asset Management
- Tradition UK Ltd
- King & Shaxson
- Aberdeen Asset Management
- Aviva
- Institutional Cash Distributors Ltd
- Federated Investors (UK) LLP
- Invesco Asset Management Ltd
- CCLA
- Goldman Sachs Asset Management
- Black Rock
- Aegon Asset Management
- Ninety One
- HSBC Asset Management
- Imperial Treasury Services

	Current Book Value £000	Previous Book Value £000
The Point Office Accommodation	3.508	4.017
Hollygate Lane, Cotgrave Industrial Units	2.628	2.709
Bardon Single Industrial Unit	1.777	1.800
Trent Boulevard	1.412	1.407
Colliers Business Park Phase 2	1.269	1.315
Bridgford Hall Aparthotel and Registry Office	1.120	1.214
Finch Close	0.916	0.959
Boundary Court	0.789	0.816
Unit 10 Chapel Lane	0.666	0.677
Colliers Business Park Phase 1	0.663	0.721
New Offices Cotgrave	0.401	0.452
Mobile Home Park	0.477	0.476
Cotgrave Precinct Shops	0.470	0.500
Unit 1 Edwalton Business Park	1.950	-
Unit 3 Edwalton Business Park	2.450	-
TOTAL INVESTMENT PROPERTY*	16.096	17.063
Notts County Cricket Club Loan	1.646	1.775
TOTAL	17.742	18.838

* Note values are as at 31st March 2021 and 2020

Glossary of Terms

CCLA Property Fund - this a local authority property investment fund. The property fund is designed to achieve long term capital growth and a rising income from investments in the commercial property sector.

Covered Bonds – these investments are secured on the bank's assets, which limits the potential losses in the unlikely event of insolvency, and means they are exempt from bail-in.

Financial Derivatives – A financial contract that derives its value from the performance of an underlying asset

LIBID – London Inter Bank Bid Rate. The rate at which banks are willing to borrow from other banks

Money Market Funds – these funds are pooled investment vehicles consisting of money market deposits and similar instruments. They have the advantage of providing wide diversification of investment risks.

Pooled Funds – shares in diversified investment vehicles consisting of different investment types including banks, equity shares and property, these funds have the advantage of providing wide diversification of investment risks

<u>Use of Earmarked Reserves in 2022/23</u>	Projected Opening Balance	Projected Income	Projected Expenditure	Net Change in Year	REF	Projected Closing Balance
Investment Reserves						
Regeneration and Community Projects	1,887	223	(75)	148	1	2,035
Sinking Fund - Investments	376	325	(500)	(175)	2	201
New Homes Bonus (NHB)	8,979	1,587	(2,293)	(706)	3	8,273
Corporate Reserves						
Organisation Stabilisation	2,963	0	(846)	(846)	4	2,117
Collection Fund S31	3,731	0	(3,707)	(3,707)	5	24
Climate Change Action	800	200	(30)	170	6	970
Freeport Reserve	330	200	(165)	35	7	365
Vehicle Replacement Reserve	1,000	0	0	0	8	1,000
Risk and Insurance	100	0	0	0		100
Planning Appeals	350	0	0	0		350
Elections	150	50	0	50	9	200
Operating Reserves						
Planning	209	0	(39)	(39)	10	170
Leisure Centre Maintenance	7	0	0	0		7
	20,882	2,585	(7,655)	(5,070)		15,812

Notes

1. Net £148k being the movement on this reserve to support Special Expenses capital schemes plus Sinking Funds.
2. £325k from Investment Property income to support future capital expenditure. £500k used for enhancement works at The Point and Manvers Business Park.
3. £1.587m Receipts; MRP release £1.293 (of which Arena = £1m) plus £1m to fund Traveller Site Acquisition.

4. £846k transfer to cover the net deficit in the revenue budget as a result of the deficit in the collection fund
5. £3.707m S31 Grants released in 22-23
6. Additional £200k to support the reserve; £30k to meet capital schemes at RCP.
7. Additional £200k to support Freeport costs; £165k release to meet 2nd year contribution commitments.
8. Newly created Vehicle Replacement Reserve.
9. £50k to replenish the Elections Reserve.
10. £39k release for Local Plan Examinations.

Rushcliffe Borough Council Pay Policy Statement 2022-22

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:

<https://www.rushcliffe.gov.uk/aboutus/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 £50,000 in line with the Local Government Transparency Code 2014 as amended. Using this definition Senior Officers within Rushcliffe currently consists of 12 posts out of an establishment of 256 The posts are as follows: -:
- Chief Executive
 - Director – Finance and Corporate Services (Section 151 Officer)
 - Director – Development and Economic Growth

- Director - Neighbourhoods
- Chief Information Officer
- Service Manager Chief Executives Department and Monitoring Officer
- Service Manager – Finance
- Service Manager – Economic Growth and Property
- Service Manager – Planning
- Service Manager – Neighbourhoods
- Service Manager – Public Protection
- Service Manager – Corporate 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 256 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 £18,332 The Council currently pays £9.50 per hour for its lowest paid employees; this is above the Government's National Living Wage which is currently £8.91 per hour and will be raised to £9.50 from 1st April 2022 for employees aged 23 or over.
- 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 their 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.

Additional Payments Made to Chief Officers – Election Duties

- 7.1 The Chief Executive is nominated as the Returning Officer. 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 Returning Officer and similar positions which he or she performs subject to the payment of pension contributions thereon, where appropriate.

- 7.2 The role of Deputy Returning Officer may be applied to any other post and payment may not be made simply because of this designation. Payments to the Returning Officer are governed as follows:
- for national elections, fees are prescribed by legislation;
 - for local elections, fees are determined within a local framework used by other district councils within the county. This framework is applied consistently and is reviewed periodically by lead Electoral Services Officers within Nottinghamshire. This includes proposals on fees for all staff employed in connection with elections. These fees are available for perusal on the Council's website.
- 7.3 As these fees are related to performance and delivery of specific elections duties, they are distinct from the process for the determination of pay for Senior Officers

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 Strategic Human Resources Manager.

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/her 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 best possible terms to secure the best candidate for the job. 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 Councils 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 available on the intranet.

Local Government Pension Scheme

Every employee is automatically enrolled into the Local Government Pension Scheme. Employer and employee contributions are based on pensionable pay, which is salary plus, for example, shift allowances, bonuses, contractual overtime, statutory sick pay, and maternity pay as relevant.

For more comprehensive details of the local government pension scheme see: www.lgps.org.uk and www.nottspf.org.uk

Neither the scheme nor the Council adopt different policies regarding 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 mileage rates at 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 or her 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.

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) and is currently under further review. 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.

Gender Pay gap reporting

The Council publishes its Gender Pay Gap information annually on the Council's website and on the Governments website.



Cabinet

Tuesday, 8 February 2022

South Nottinghamshire Homelessness and Rough Sleeping Strategy 2022 to 2027

Report of the Director – Neighbourhoods

**Cabinet Portfolio Holder for Communities and Climate Change,
Councillor A Brennan**

1. Purpose of report

The Council is legally required to publish a Homelessness Strategy at least every five years. This report sets out to update Members on the key achievements of the current South Nottinghamshire Homelessness Strategy 2016 to 2021 and provides an opportunity to input into the South Nottinghamshire Homelessness and Rough Sleeping Strategy 2022 to 2027, which replaces and builds upon the previous Strategy.

2. Recommendation

It is **RECOMMENDED** that Cabinet approves the South Nottinghamshire Homelessness and Rough Sleeping Strategy 2022– 2027 (Appendix A).

3. Reasons for Recommendation

The draft South Nottinghamshire Homelessness and Rough Sleeping Strategy seeks to:

- Raise awareness among Members, officers, partners, and the public about the homelessness challenges facing the Borough and wider South Nottinghamshire area and the Council's actions in response.
- Focus resources on priorities that make a practical difference with a strong focus on early intervention and assisting rough sleepers.
- Comply with the statutory requirement to produce a Homelessness Strategy every five years.
- Accord with the Council's corporate priorities and supports links to partnership plans and joint working.
- The Strategy provides a direction, focus and the performance framework for the delivery of Homelessness, Rough Sleeping, and housing support related services.

4. Supporting Information

- 4.1 The three boroughs of Broxtowe, Gedling and Rushcliffe have statutory responsibility for meeting their legislative requirements under the Homelessness Act 2002.
- 4.2 Section 1(4) of the Homelessness Act 2002 requires local authorities to publish a new Homelessness Strategy within a period of five years of the last published strategy.
- 4.3 This is the third joint Homelessness Strategy for the three boroughs. The last Homelessness Strategy was published in 2017. The Strategy builds on the achievements of the previous Homelessness Strategy and sets out a framework for continued improvements.
- 4.4 The three Borough's face many common challenges and work closely together to provide joint interventions to help prevent and relieve homelessness and rough sleeping. This includes multi-agency working through the South Nottinghamshire Inter Agency Homelessness Forum, the body which monitors progress on the action plan.
- 4.5 Over recent years, the homelessness landscape has seen a number of significant changes and challenges, including new duties on council's and other public sector organisations to prevent and relieve homelessness. The introduction of the Homelessness Reduction Act and the Domestic Abuse Act have been positive steps in helping vulnerable groups, but this has been set against a backdrop of other challenges, notably, Welfare Reform, Universal Credit, and the Covid-19 pandemic.
- 4.6 More recently, and particularly since the Covid-19 pandemic, there has been an increased emphasis on assisting rough sleepers and those at risk of rough sleeping with opportunities to provide specialist support and accommodation. This has resulted in several successful countywide bid submissions and initiatives, which will assist in creating a system wide approach to tackle homelessness, rough sleeping and improve health outcomes for the most vulnerable groups.
- 4.7 The new Homelessness and Rough Sleeping Strategy and accompanying action plan focuses its actions around six identified key themes:
 - Early intervention through partnership working.
 - The provision of accessible, agile and responsive homelessness services.
 - Access to affordable and quality accommodation across all sectors.
 - Tackle rough sleeping by developing and improving pathways.
 - Linking health, well-being, and housing together to improve the life chances and aspirations of those affected.
 - Delivering long term support solutions to sustain tenancies for the most vulnerable.

- 4.8 The key themes, actions and associated targets were open for public consultation for an eight-week period from October to December 2021. The consultation results are set out in Appendix B.
- 4.9 The actions are assigned delivery targets which will be monitored across the term of the Strategy. Progress on the action plan will be reported to the South Nottinghamshire Interagency Forum and reviewed on a quarterly basis. It will also be monitored through the respective governance and performance management arrangements at each authority.

5. Risks and Uncertainties

The Homelessness and Rough Sleeping Strategy is a strategic Council document. The risk is that the targets set within the Plan are not met. However, targets will be reviewed by the South Nottinghamshire Inter-agency Forum on a quarterly basis and mitigation measures will be established if targets are slipping.

6. Implications

6.1. Financial Implications

The priorities and tasks identified within the Homelessness and Rough Sleeping Strategy will be contained within existing budgets. Further opportunities to bid for additional funding are available as part of the annual Spending Review. Currently, funding for the three authorities has been secured for rough sleeper initiatives, Next Steps Accommodation Programme (NSAP) (£311k) and Rough Sleeper Accommodation Programme (RSAP) (£450k) schemes supporting the Strategy of the three authorities. Properties will be purchased and operated through Framework Housing Association, with the three councils having indefinite nomination rights to the units.

6.2. Legal Implications

The production of a Homelessness Strategy at least every five years is a statutory requirement.

6.3. Equalities Implications

The Homelessness and Rough Sleeping Strategy takes account of the effect of the Council's priorities on all residents of the Borough and is supported by the Council's Equality and Diversity Scheme. An equality impact assessment has been carried out and no adverse impacts have been identified.

6.4. Section 17 of the Crime and Disorder Act 1998 Implications

There are no direct Section 17 implications to the recommendations contained within this report; however, the Strategy and associated action plan will aim to have a broader positive impact on some of the most vulnerable in our society,

who without a fixed abode may fall victim to crime or indeed commit crime when rough sleeping.

7. Link to Corporate Priorities

Quality of Life	Strong partnership working will enable residents to have safer, healthier, and live longer lives in which they are able to fulfil their aspirations.
Efficient Services	The Plan supports partnership working and the most effective use of resources to prevent and tackle homelessness.
Sustainable Growth	The Plan supports the sustainable development of affordable and supported housing to meet the housing needs of existing low-income households and vulnerable groups.
The Environment	Sustainable housing solutions will enhance resident's quality of life and minimise the prevalence of poor quality housing across all tenures

8. Recommendation

It is RECOMMENDED that Cabinet approves the South Nottinghamshire Homelessness and Rough Sleeping Strategy 2022– 2027 (Appendix A).

For more information contact:	Donna Dwyer Strategic Housing Manager 0115 914 4275 ddwyer@rushcliffe.gov.uk
Background papers available for Inspection:	None
List of appendices:	A – South Nottinghamshire Homelessness & Rough Sleeping Strategy 2022 - 2027 B - Strategy Consultation Results Summary

South Nottinghamshire

Homelessness and Rough Sleeping Strategy 2022-2027

Foreword

As the portfolio holders for Broxtowe Borough Council, Gedling Borough Council and Rushcliffe Borough Council with responsibility for homelessness, we are pleased to be introducing the new South Nottinghamshire Homelessness and Rough Sleeping Strategy.

Over recent years, the Homelessness landscape has seen a number of significant changes and challenges, including new duties on Council's and other public sector organisations to prevent and relieve homelessness. The introduction of the Homelessness Reduction Act and the Domestic Abuse Act have been positive steps in helping vulnerable groups, this has been set against a backdrop of other challenges, notably, Welfare Reform, Universal Credit and the COVID-19 pandemic.

More recently and particularly since the COVID 19 pandemic, there has been an increased emphasis on assisting rough sleepers and those at risk of rough sleeping with opportunities to provide specialist support and accommodation. Successful Rough Sleeper Initiatives and Rough Sleeper Accommodation Programme Services will continue to play a key role in ending rough sleeping.

We recognise the importance and benefits of effective partnerships in improving the wider health and wellbeing outcomes for homeless and vulnerable individuals. A key focus of this strategy will be the ongoing collaboration between stakeholders across South Nottinghamshire and Nottinghamshire as a whole. Successful partnership working between the Borough Councils, Nottinghamshire County Council, Registered Housing Providers, Public Health and Commissioned Service Providers, Voluntary, Charitable Agencies and Community Interest Companies will ensure a system wide approach to reducing homelessness and rough sleeping.

The strategy sets out 6 key strategic aims and contains an action plan that outlines how these will be delivered. Progress on the action plan will be reported to the Broxtowe Interagency Forum and reviewed on a quarterly basis. It will also be monitored through the respective governance arrangements.

We would like to thank everyone who has contributed to the development of this Strategy and in particular the vital role of Partners, who continue to play an important role in delivering the strategic priorities within the Homelessness and Rough Sleeping Strategy.

Introduction

Housing is fundamental to the wellbeing of our residents, their families and our communities. Homelessness can affect anyone, whilst many people affected or who are threatened with homelessness will have family or social networks that are able to provide support, some do not and the statutory services provided by their local Council need to assist.

The Homelessness Act 2002 places a legal requirement on local authorities to undertake a review of homelessness within their area, and develop and publish a strategy to prevent homelessness, based on the findings of the review.

People can be defined as homeless if they have nowhere to stay and are living on the streets, they can also be considered homeless even if they have a roof over their head. People experiencing homelessness include those;

- sleeping rough or sofa surfing
- living in hostels or night shelters or other unsuitable temporary accommodation
- squatting
- at risk of violence or abuse
- living in poor housing conditions that affects their health
- living apart from family because they don't have a place to live together
- who cannot continue to occupy their current accommodation and have no other accommodation available to them

The new South Nottinghamshire Homelessness and Rough Sleeping Strategy 2022-2027 builds on the progress and outcomes from the previous Strategy 2017-2021. It recognises the changing national and local context which has brought and is likely to bring increased demand for services alongside unprecedented health and economic challenges. Within the appendices, the Review of Rough Sleeping across South Nottinghamshire shows the emerging challenges and trends that we are facing.

Since the previous strategy was launched, the Government launched a national 'Rough Sleeping Strategy' that set out the Government's intention to halve rough sleeping by 2022 and end it by 2027. We share this vision and priority and tackling rough sleeping is a key strategic objective of this strategy.

The previous Strategy (2017-21) focussed on effective service delivery to increase prevention opportunities to reduce the risk of crisis presentations that could make access to appropriate accommodation options difficult. Over the last 5 years the three Borough's, in partnership with others within Nottinghamshire, have responded positively to the challenges and additional duties posed by the Homelessness Reduction Act 2017. This has been achieved by expanding and creating new pathways to services for the most vulnerable applicants, through the provision of specialist support and settled accommodation for vulnerable groups. This is an acknowledgement of the increase in complexity of cases and the number of individuals and families who present with multiple or complex needs. Improvements

have also been made to services at the point of first contact so that early opportunities to prevent homelessness are maximised.

This strategy will continue to focus on early intervention, homeless prevention and strengthening pathways and partnerships. However, the additional challenges posed by the COVID-19 pandemic will require an increased and proactive focus to be placed on health and housing and providing mechanisms of support to those at risk of homelessness and rough sleeping within our communities and providing suitable and sustainable housing options to all those affected.

The Department of Levelling Up, Housing and Communities (DLUHC) has also provided and continues to provide increasing funding streams, either allocated or through bid submission, to invest in accommodation, prevention and support for those who are homeless, at risk of homelessness and/or rough sleepers or those at risk of rough sleeping. The South Nottinghamshire Homelessness and Rough Sleeping Strategy commits to using this funding in the most effective ways to ensure the best outcomes for clients and bring rough sleeping to an end.

Key Achievements

The three Councils have worked effectively to improve homelessness services over recent years, examples of these achievements are outlined below;

- Successful implementation of the Homeless Reduction Act across all Boroughs
- Establishment of a South Nottinghamshire Winter Night Shelter at Elizabeth House in 2019-20. Commitment to continuation of a winter provision during COVID-19 pandemic and further 13 individuals assisted in 2020-21.
- Increasing units of supported accommodation within South Nottinghamshire with the expansion of Elizabeth House and through successful RSAP Funding bids in partnership with Framework with funding from the DLUHC. This alone will deliver 16 units of additional supported accommodation targeted at rough sleepers.
- Successful implementation of the Government's 'Everyone In Scheme' during the COVID-19 pandemic, leading to 55 rough sleepers being assisted off the streets in South Nottinghamshire.
- Improved offers to Private Sector Landlords within South Nottinghamshire, including assistance with deposits, rent in advance and landlord incentives.
- Successful continued partnership working and implementation of new initiatives through the Rough Sleeping Initiative (RSI) funding, providing access to improved pathways for clients such as Homelessness Navigators and Call Before You Serve.
- In partnership with Framework, the provision of a comprehensive Street Outreach Service to assist rough sleepers off the street.

Context and Challenges

The Homelessness landscape has seen a number of significant changes at both a national and local level.

The Homelessness Reduction Act 2017 introduced a number of new duties and a revised Code of Guidance. This included the extension of a period a household is 'threatened with homelessness' from 28 to 56 days, new duties to prevent and relieve homelessness for eligible applicants, a Personal Housing Plan (PHP) to be agreed with applicants, and a new 'duty to refer' for public services to notify a local authority if an individual may be homeless or at risk of homelessness.

The National Rough Sleeping Strategy (2018), sets out the aim to end rough sleeping by 2027. This strategy is structured around '3 Pillars', which are commitments and actions surrounding;

- Prevention – integrated working with partner agencies to identify those at risk of rough sleeping before crisis
- Intervention – a responsive outreach service to support rough sleepers to move off the streets and towards recovery and to identify new rough sleepers as quickly as possible
- Recovery – support for individuals to find and sustain stable accommodation and to meet wider support needs.

Unintended consequences and effects brought about by the Welfare Reform Act 2012, which introduced changes in many established benefits and introduced Universal Credit. This has created difficulties in vulnerable groups accessing the benefits system and gaining assistance with their housing costs.

The COVID-19 pandemic has had a key role in shaping the national and local context of homelessness since 2020 and has as well brought to the fore the needs and vulnerabilities of rough sleepers.

There are two relevant national policies and approaches introduced in response to the pandemic to target individuals rough sleeping or at risk of rough sleeping. These are the 'Everyone In' initiative and the 'Next Steps' Accommodation Proposal (NSAP), now renamed Rough Sleeper Accommodation Programme (RSAP) 2021-24.

The 'Everyone In' initiative announced in March 2020 aimed to provide safe and self-contained accommodation for those sleeping rough. This was in response to the national COVID-19 lockdown and in recognition that rough sleepers were more vulnerable due to longer term and complex health issues. In response, each Council was required to provide emergency accommodation and a move on plan detailing how the rough sleepers accommodated were going to be accommodated permanently.

The NSAP scheme was launched in July 2020. Funding has been available to Council's to submit bids for from the DLUHC with the aim of continuing to provide accommodation for vulnerable people, including rough sleepers and to help those groups to obtain suitable long term accommodation options. Funding was available for both Capital and Revenue projects, based on local need, to provide accommodation and support to this client group. The three Councils have been successful in securing £311,000 funding as part of the NSAP initiative in year 2020-21 to secure 7 units of accommodation with support across South Nottinghamshire and secured another £450,000 funding as part of the subsequent RSAP initiative in year 2021-22 to secure a further 6 units of accommodation with support. This much needed resources will make a significant difference to those individuals that are rough sleeping or at risk of rough sleeping in South Nottinghamshire.

Another COVID 19 emergency policy response that will have an emerging effect on housing advice and homelessness services in the short to medium term will be the moratorium on evictions. The moratorium has run for in excess of 12 months during 2020 and 2021. This has meant that primarily rental evictions (and some other evictions), from social and private landlords have not been able to proceed during this period. The moratorium was lifted in May 2021 and is likely to have led to increasing household debts and created further uncertainty and insecurity of tenure.

Other consequences of COVID-19 that could have an emerging impact on homelessness include the 'furlough' scheme and the potential increase in unemployment which is likely to lead to an increase in demand for our services.

An analysis of the data surrounding the current homelessness situation and challenges are summarised in Appendix 1.

The COVID-19 legacy issues are likely to compound the existing challenges faced by individuals already in precarious housing situations as well as statutory and third sector organisations managing finite resources. Following a review of the previous Homelessness and Rough Sleeping Strategy 2017-21 and a the current homelessness issues, the key challenges faced in South Nottinghamshire are summarised below;

Increasing numbers of households seeking assistance

We expect to see increasing demand for housing advice, homelessness assistance and requests for support over the coming years, particularly in light of the COVID-19 pandemic and associated challenges. We aim to ensure services are accessible and our strong relationship with partners will enable us to develop joined up pathways as well as maximise resources and avoid duplication of effort.

Increasing numbers of individuals with complex needs and who are at risk of rough sleeping

Mirroring the national picture, South Nottinghamshire's rough sleeping figures have seen a small increase. The successful DLUHC funded initiatives have been key in reducing rough sleeping and sustaining accommodation. The three partner Councils jointly access the (RSI) commissioned services, which incorporates Framework

Street Outreach, providing comprehensive outreach services to rough sleepers to access accommodation and/or support services.

In addition, the RSI commission Change, Grow, Live (CGL) to provide specialist addiction services, physical health, mental health and social work services and also has a range of specialist “Navigator” posts based in hospitals, prisons and within the community to support those at risk of homelessness.

Despite the services provided, rough sleeping remains on our streets and we acknowledge that there will be an additional ‘hidden’ (i.e. sofa surfing) homeless population that are at risk of rough sleeping.

The three Boroughs remain committed to ending rough sleeping across South Nottinghamshire.

RSI services are detailed and summarised in Appendix 2.

Meeting the needs of individuals with complex and/or multiple support needs

Homelessness is not just a housing issue and many homeless people have complex needs which require a varied and tolerant approach. We aim to continue to work with partners to forge strong working relationships to deliver a bespoke and effective package of support, advice and accommodation to clients to ensure they get the help and support that they need.

We will look to build upon the health and social care partnerships strengthened during the COVID-19 response to ensure a holistic response to tackling common challenges. We will also aim to continue to build partnerships with other key partners such as CGL, the probation and criminal justice agencies, domestic abuse services, asylum and refugee support services, as well as services assisting in access to housing, via local Registered Providers.

Lack of affordable, suitable and quality settled accommodation

There is an ever increasing demand for social housing and supply outstrips demand. People are waiting longer for accommodation without the certainty of being allocated a property to meet their needs. The lack of settled affordable accommodation can mean households put their lives on hold or in some instances, are placed in temporary accommodation whilst waiting for suitable accommodation to be found. This accommodation can often be in the form of hotel accommodation.

Previously the three Boroughs had been able to access accommodation within the private rented sector, but as competition of rental properties increases, landlords routinely increase their rents. This means that many areas of Nottinghamshire are seeing rents far in excess of the Local Housing Allowance (LHA). This makes it increasingly a less viable solution.

Delivering the Strategy

The South Nottinghamshire Homelessness and Rough Sleeping Strategy went out for public consultation between October and December 2021. The consultation methodology, responses and outcomes can be found in Appendix B.

Strategic aims

Based on the key challenges, the strategy has been summarised into 6 strategic aims.

1. Early intervention through effective partnership working
2. The provision of an accessible, agile and responsive homelessness service.
3. Access to affordable and quality accommodation across all sectors
4. Tackle rough sleeping by developing and improving pathways
5. Linking health, well-being and housing together to improve the life chances and aspirations of those affected
6. Delivering long term support solutions to sustain tenancies for the most vulnerable

Making sure we deliver

The South Nottinghamshire Homelessness and Rough Sleeping Strategy has been developed in consultation with the South Nottinghamshire Inter Agency Homelessness Forum, consisting of a wide range of statutory and voluntary agencies involved in providing homelessness services.

The RSI commissioned services have recently been subject to an external evaluation by the University of Lincoln. This has identified a number of key action points which will be incorporated as action plan targets in the new Homelessness and Rough Sleeping Strategy.

The action plan will be progressed, reviewed and updated in consultation with the forum annually to measure progress. The action plan will also take account of any legislative changes that may arise.

The South Nottinghamshire Inter Agency Forum will be responsible for the monitoring and review of the action plan having regard to legislative and good practice changes that may arise during the lifetime of the strategy. An annual report will also be provided to each of the partner Councils and the DLUHC.

Action Plan

Early intervention through effective partnership working				
Strategy Action	How it will be implemented	Type of Objective	Responsible	Target Date
Continue to develop the partnership working around homelessness with Nottinghamshire County Council	The three Councils will continue to engage positively with partnership meetings such as the Housing Sub Group to improve and coordinate agency responses across South Nottinghamshire and Nottinghamshire as a whole	Prevention	BBC, GBC, RBC, Nottinghamshire County Council	22-23 ongoing
Work in partnership across the three Councils and with partner agencies to help to educate young people around the risks and implications of homelessness	Continue work with partners like Broxtowe Youth Homelessness to develop and provide support in local schools and in the communities to young people	Prevention	BBC, GBC, RBC, Broxtowe Youth Homelessness	22-23 ongoing
Strengthen links with key partner agencies to improve help and assistance to vulnerable households	Involve and work with agencies such as the Police, Community Safety Partnerships and other community and outreach services to ensure appropriate advice and support is given and appropriate referral pathways are used	Prevention	BBC, GBC, RBC, statutory partners	22-23 ongoing
	Ensure that the three Councils are using their forums to share knowledge	Intervention	BBC, GBC, RBC	22-23 ongoing

Ensure that we are maximising all potential accommodation options	and referral pathways to all providers who are working with vulnerable groups and communities within South Nottinghamshire			
Ensure that links with Registered Social Landlords are strengthened	Improve links with Registered Social Landlords operating within South Nottinghamshire surrounding potentially homeless clients that they are looking to evict, to improve early intervention	Prevention	BBC, GBC, RBC, RSL's in South Notts	23-24
Maximise the funding available to assist homeless clients	Ensure that DLUHC funding is applied for through bids to ensure that there is a supply of accommodation that meets the needs of clients in South Nottinghamshire. Explore the continuation to year 5 of the RSI funding and its associated services	Prevention, Intervention, Recovery	BBC, GBC, RBC, RSI services	22-23 ongoing

The provision of an accessible, agile and responsive homelessness services

Strategy Action	How it will be implemented	Type of Objective	Responsible	Target Date
All three Councils continue to develop and improve prevention options	The three Councils will continue to review data and trends within their Borough and clients and explore with partners new approaches to homelessness prevention	Prevention, Intervention, Recovery	BBC, GBC, RBC	22-23 ongoing
Ensure that homelessness data is analysed to inform quality and targeted service delivery	Analyse and review data collected to identify trends and discuss between Boroughs to inform future service delivery	Prevention, Intervention, Recovery	BBC, GBC, RBC	23-24
Ensure that those accessing the service receive a quality service that provides clients with the best options and advice	<p>Annual review of staff training and knowledge undertaken to ensure staff are well equipped to undertake their roles</p> <p>Development of robust quality assurance frameworks within Housing Options teams, seeking the views of service users, to ensure quality service delivery and shape the future service</p> <p>Ensure that peer reviews and good practice that is being used in other areas is being considered or implemented within South Nottinghamshire</p>	Prevention, Intervention, Recovery	BBC, GBC, RBC	23-24

Ensure that homeless clients are able to access housing options and advice services	Review the service access and customer journeys within the Borough's to ensure that clients are able to access services and are able to access them in a variety of ways, including the perspective of the service user	Prevention, Intervention, Recovery	BBC, GBC, RBC	23-24
Publicise outcomes achieved in tackling homelessness, and publicising the support that is available	Provide annual updates on the strategy Use social media and other media to publicise partnership work and positive outcomes	Prevention, Intervention, Recovery	BBC, GBC, RBC	22-23 ongoing

Access to affordable and quality accommodation across all sectors

Strategy Action	How it will be implemented	Type of Objective	Responsible	Target Date
Ensure homeless applicants are being appropriately prioritised using housing allocations schemes	Review allocations policies within the three Council areas to ensure that the prioritisation of applicants is fair and appropriate	Prevention, Recovery	BBC, GBC, RBC	23-24
Ensure that homeless clients are assisted and are enabled to access suitable accommodation in the private sector	Review private rented sector incentives and monitor effectiveness, looking for new incentives or opportunities	Prevention, Recovery	BBC, GBC, RBC	23-24
Improve availability of suitable supported accommodation with South Nottinghamshire	Consider establishing a "Housing First" scheme is appropriate within South Nottinghamshire	Intervention, Recovery	BBC, GBC, RBC	23-24
Enable access to suitable social housing for homeless clients	<p>Improve the links that Housing Options teams in South Nottinghamshire have with their Choice Based Lettings(CBL) service and look to establish social landlord forums to discuss maximisation of social housing being made available to Councils</p> <p>Build on the strength of the first two successful rounds of RSAP funding which will deliver and additional 13 units, continue to seek and successfully bid for additional funding for supported accommodation.</p>	Prevention, Intervention, Recovery	BBC, GBC, RBC, RSL's in South .Notts	23-24

Ensure that the temporary accommodation offered in South Nottinghamshire is of a high standard	Improve the quality of temporary accommodation offered to homeless clients, minimising the use of bed and breakfast accommodation where possible	Intervention, Recovery	BBC, GBC, RBC	23-24
Work to bring empty properties throughout South Nottinghamshire into use	Consult with Private Sector Housing Teams to identify empty properties and working with Registered Providers to bring them back into use where appropriate for use for housing vulnerable people	Intervention, Recovery	BBC, GBC, RBC	22-23 ongoing

Tackle rough sleeping by developing and improving pathways

Strategy Action	How it will be implemented	Type of Objective	Responsible	Target Date
Improve accommodation options for rough sleepers	<p>Increase amount of accommodation with support available within South Nottinghamshire that is targeted at rough sleepers through RSAP and other funding mechanisms.</p> <p>13 units so far via this initiative, in addition to winter provision</p>	Intervention, Recovery	BBC, GBC, RBC	22-23 ongoing
Ensure effective partnerships are built and maintained to tackle rough sleeping and known rough sleepers	Establish and maintain Rough Sleeper Action Groups within South Nottinghamshire to share information and develop strategies towards rough sleeping.	Intervention, Recovery	BBC, GBC, RBC, rough sleeper navigator	22-23 ongoing
Ensure a rapid response to rough sleeping reports across South Nottinghamshire	Work closely with Framework Street Outreach to identify rough sleepers to offer support and engage positively around accessing support	Intervention, Recovery	BBC, GBC, RBC, frameworks street outreach	22-23 ongoing
Ensure that support is offered or provided to rough sleepers and those at risk of rough sleeping	Work with the services provided through the RSI, gain a greater understanding of what barriers there are for engagement with rough sleepers and what support can be provided particularly for entrenched rough sleepers with complex needs	Intervention, Recovery	BBC, GBC, RBC, all RSI services	23-24

	<p>Look to create action plans for known rough sleepers using Rough Sleeper Action Groups</p> <p>Seek out good practice and involve specialist officers where appropriate to tackle entrenched rough sleepers</p>			
Groups that are known to be at greater risk of rough sleeping are given improved pathways to access support	Work to improve protocols regarding those clients that are at greater risk of rough sleeping or for whose homelessness is difficult to prevent. Particularly those being released from prison, leaving care or discharged from hospital	Intervention, Recovery	BBC, GBC, RBC, RSI services, statutory partner agencies	23-24
In times of severe weather, all efforts are made to ensure nobody is sleeping rough in South Nottinghamshire	An agreed South Nottinghamshire protocol is maintained regarding Severe Weather Emergency Protocol (SWEP) and a commitment to ensuring those sleeping rough are accommodated for the severe weather period	Intervention, Recovery	BBC, GBC, RBC	22-23 ongoing

Linking health, well-being and housing together to improve the life chances and aspirations of those affected

Strategy Action	How it will be implemented	Type of Objective	Responsible	Target Date
Ensure that the Domestic Abuse Act is fully implemented across South Nottinghamshire	<p>Ensure that policies and procedures are amended to ensure that the new Act is being implemented correctly</p> <p>Work with Nottinghamshire County Council to ensure the improvement of domestic abuse services across Nottinghamshire through the Local Partnership Board and contributing to the new County wide commissioning proposal</p>	Prevention, Intervention, Recovery	BBC, GBC, RBC, Nottinghamshire County Council	22-23 ongoing
Ensure the health implications of homelessness within South Nottinghamshire are understood and are part of our strategic and operational approach	Improve and enhance the work undertaken with partner agencies to acknowledge and improve the health and wellbeing of homeless clients in South Nottinghamshire	Recovery	BBC, GBC, RBC	22-23 ongoing
Ensure effective links are built and maintained between Housing Options teams and Health and Social Care teams	Build on partnerships built through the Housing Sub-group to facilitate better access to services and commissioners of services to local people	Prevention, Intervention, Recovery	BBC, GBC, RBC	22-23 ongoing
Ensure that support needs are identified in all homeless households	Review risk assessment and application processes to ensure that these are being picked up and	Prevention, Intervention, Recovery	BBC, GBC, RBC	23-24

	suitable onward referrals are being made			
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Delivering long term support solutions to sustain tenancies for the most vulnerable

Strategy Action	How it will be implemented	Type of Objective	Responsible	Target Date
Ensure that clients that are moving on from supported accommodation are not at a disproportionately high risk of tenancy failure	Work with supported accommodation providers on processes surrounding move on assessments to ensure that providers of accommodation are aware of any potential tenancy sustainment risks	Prevention, Intervention, Recovery	BBC, GBC, RBC	23-24
Ensure that clients are rough to overcome housing related difficulties that threaten homelessness and can lead to rough sleeping	Work closely with Framework Housing to maximise and ensure effective usage of the Prevention and Resettlement service	Prevention	BBC, GBC, RBC, Framework	22-23 ongoing
Develop new and innovative approaches to sustaining tenancies and preventing homelessness	Continue usage of support mechanisms such as prevention funds to ensure that clients are able to access or sustain their accommodation Consider the use of mediation services to work with families or landlords to	Prevention, Recovery	BBC, GBC, RBC	22-23 ongoing

	prevent homelessness and sustain accommodation			
Ensure the effective support to is provided to clients in the procured RSAP units	Review support mechanisms provided during the initial phase, identifying and providing improvements where necessary	Recovery	BBC, GBC, RBC, Framework	23-25

*Abbreviation guidance

BBC- Broxtowe Borough Council

GBC- Gedling Borough Council

RBC- Rushcliffe Borough Council

RSL – Registered Social Landlord. A Registered Social Landlord is an organisation that provides social and affordable housing. Generally comprised of housing associations that are non-profit making but are independent from state ownership of local authority control.

RSI – Rough Sleeper Initiative – Services provided to assist in prevention, intervention and recovery of homelessness through Government funding following successful bids.

DLUHC – Department of Levelling Up, Housing and Communities

South Nottinghamshire Homelessness and Rough Sleeping Strategy – Review of Homelessness

The strategy is based on a review of homelessness in South Nottinghamshire. This review was undertaken in summer 2021. The review looks at the last 3 fiscal years, as a relevant comparison and data set for review because of the changes in the reporting requirements following the introduction of the Homelessness Reduction Act.

The purpose of the review is

1. Examine current levels of homelessness and housing using available statistical data. This includes a review of the levels of homelessness across South Nottinghamshire, a breakdown of the causes of homelessness and the households that become homeless and to consider if certain groups or types of household are at higher risk of homelessness or require specific intervention and to review the accommodation levels of offers available.
2. Review the current services and support available within the area and resources available to assist the Councils and its partners to prevent and relieve homelessness.
3. Having reviewed these two areas, identify service gaps and potential weaknesses in the services provided and that are currently available, as well as estimating what homelessness pressures there may be in the coming years.

These findings will inform the South Nottinghamshire Homelessness and Rough Sleeping Strategy and Action Plan 2022-2027.

Key Findings

An analysis of the last 3 years, which is used comparatively and to establish trends, shows how the three Boroughs have responded to the Homeless Reduction Act in terms of the new duties that this introduced.

It is necessary to provide context that figures in 2020-21 are affected by the COVID-19 pandemic and therefore analysis of certain data in this year needs to take account of the context and challenges that this brought about, which are outlined in the Homelessness and Rough Sleeping Strategy document.

The key findings of the review are;

- The number of households being assessed in the three Borough's is declining. The number in the 20-21 was a significant decrease, but this can be largely discounted because of a number of wider factors relating to the COVID-19 pandemic and response, these are outlined in the strategy.
- Applicants that are assessed are predominantly owed a Prevention Duty. This would be consistent with what would be expected in accordance with the Homeless Reduction Act.
- The number of households that are being assessed as having no duty has decreased significantly since 18-19 as a proportion of the overall figure of households assessed. This would be an explanation for a decreasing trend in the number of households assessed.
- The main reasons for homelessness, in terms of the loss of the last settled accommodation, is consistently family and friends are no longer able to accommodate. This is followed by a Private Rented Sector tenancy coming to an end, which is prevalent in the figures for the applicants owed a Prevention Duty.
- There has been a general trend of an increase in the prevalence of Domestic Abuse, both affecting support needs and in terms of accommodation loss.
- The most prevalent household type facing homelessness is consistently single adult males, particularly in the Relief Duty. Although, there is a significant number of single females and single females with children facing homelessness, particularly in the Prevention Duty.
- Support needs that surround the need to access or requirements for mental health support shows a high prevalence, the highest of all the support need measures across the three Borough's.
- Homelessness is an issue that predominantly affects younger people within South Nottinghamshire. Consistently over half of people assessed have a

main applicant that is under 35. There is also a high prevalence of support needs for younger adults in managing independently.

- The majority of homeless applicants are either registered unemployed, unable to work or are not seeking work.
- Rough sleeper figures are consistent across South Nottinghamshire, with between 3 and 5 being recorded at the Snapshot over the last 3 years. There is further context surrounding rough sleeping and the “Everyone In” and COVID response measures captured in the Homelessness and Rough Sleeping Strategy and Action Plan.
- The waiting list data shows that there are significant numbers of people across South Nottinghamshire that are seeking and waiting for a social housing tenancy.
- The number of lets through the Borough’s waiting lists is showing significant decline, these are lets for all reasons not just homeless applicants. Over the last 3 years there has been a reduction of around 30%. The demands on the housing options services of the three Borough’s is not showing the same trend. This leads to service pressures.

Homelessness Statistics in South Nottinghamshire 18-19

Homelessness summary by Borough in 18-19			
Indicator	Broxtowe	Gedling	Rushcliffe
Households Assessed	368	414	389
Households owed a duty	353	360	324
Households owed the prevention duty	244	223	261
Households owed the relief duty	109	137	63
Households owed no duty	15	54	65

Reason for loss of last settled home for household owed a Prevention Duty			
Accommodation Tenure	Broxtowe	Gedling	Rushcliffe
Family or friends no longer willing or able to accommodate	62	45	59
End of private rented tenancy – assured shorthold	109	89	78
Domestic Abuse	8	9	21
Non-violent relationship breakdown with partner	24	13	36
End of social rented tenancy	2	1	10
Eviction from supported housing	3	4	7
End of private rented tenancy – not assured shorthold	3	5	6
Other violence and harassment	4	4	6
Left institution with no accommodation available	2	0	1
Required to leave accommodation provided by home	3	1	0

office as asylum support			
Other reasons/not known	24	52	37

Reason for loss of last settled home for household owed a Relief duty			
Accommodation Tenure	Broxtowe	Gedling	Rushcliffe
Family or friends no longer willing or able to accommodate	35	39	17
End of private rented tenancy – assured shorthold	12	11	6
Domestic Abuse	10	22	9
Non-violent relationship breakdown with partner	12	19	4
End of social rented tenancy	6	4	5
Eviction from supported housing	5	4	4
End of private rented tenancy – not assured shorthold	0	3	1
Other violence and harassment	4	3	3
Left institution with no accommodation available	1	2	1
Required to leave accommodation provided by home office as asylum support	0	0	0
Other reasons/not known	24	30	13

Accommodation at time of application for those owed a Prevention duty			
Accommodation Tenure	Broxtowe	Gedling	Rushcliffe
Private Rented Sector	107	126	105
Living with Family	79	62	79
No Fixed Abode	0	0	0
Social Rented Sector	9	8	31
Living with Friends	29	9	23
Homeless on Departure from Institution	1	2	4
Rough Sleeping	0	0	0
Owner Occupier/Shared Ownership	7	6	7
Temporary Accommodation	1	1	1
National Asylum Seeker Support Accommodation	3	0	1
Refuge	5	1	2
Other/not known	3	8	8

Household type of households owed a Prevention duty			
Household Type	Broxtowe	Gedling	Rushcliffe
Single parent with dependent children - Male	8	3	7
Single parent with dependent children - Female	66	73	83
Single parent with dependent children - Other	0	0	0
Single adult - Male	69	51	79
Single adult - Female	44	44	48
Single adult - Other	0	0	0
Couple with dependent children	28	29	21

Couple/two adults without dependent children	21	19	17
Three or more adults with dependent children	5	3	3
Three or more adults without dependent children	3	1	3
Other/not known	0	0	0

Ethnicity of main applicants owed a Prevention or a Relief duty

Ethnicity	Broxtowe	Gedling	Rushcliffe
White	302	301	263
Black/African/Caribbean /Black British	21	13	12
Asian/Asian British	6	7	10
Mixed/Multiple ethnic groups	7	14	10
Other ethnic groups	10	9	9
Not known	6	14	20

Support needs of households owed a Prevention or Relief duty

Support Needs	Broxtowe	Gedling	Rushcliffe
History of mental health problems	49	60	60
Physical ill health and disability	23	38	43
At risk of/has experienced domestic abuse	18	8	32
Offending history	15	7	6
History of repeat homelessness	8	0	2
Drug dependency needs	6	2	6
History of rough sleeping	1	2	2
Alcohol dependency needs	13	8	12
Learning disability	15	12	6

Young person aged 18-25 years requiring support to manage independently	14	1	21
Access to education, employment or training	3	0	3
At risk of/has experienced abuse (non-domestic abuse)	3	0	4
At risk of/has experienced sexual abuse/exploitation	2	5	4
Old Age	0	0	4
Care leaver aged 21+ years	4	4	2
Care leaver aged 18-20 years	3	9	2
Care leaver aged 16-17 years	1	0	5
Young parent requiring support to manage independently	0	0	2
Former asylum seeker	1	0	2
Served in HM forces	2	0	0

Age if main applicants owed a Prevention or Relief duty

Age Band	Broxtowe	Gedling	Rushcliffe
16-17	0	0	5
18-24	83	89	73
25-34	107	117	94
35-44	82	69	67
45-54	49	49	46
55-64	28	21	23
65-74	3	12	8
75+	1	3	8

Accommodation at time of application for those owed a Relief duty			
Accommodation Tenure	Broxtowe	Gedling	Rushcliffe
Private Rented Sector	10	9	1
Living with Family	28	32	8
No Fixed Abode	41	57	27
Social Rented Sector	5	4	4
Living with Friends	6	15	3
Homeless on Departure from Institution	6	1	2
Rough Sleeping	4	4	5
Owner Occupier/Shared Ownership	0	2	0
Temporary Accommodation	3	1	3
National Asylum Seeker Support Accommodation	0	0	0
Refuge	5	3	7
Other/not known	1	9	3

Household type of households owed a Relief duty			
Household Type	Broxtowe	Gedling	Rushcliffe
Single parent with dependent children - Male	5	2	2
Single parent with dependent children - Female	22	43	20
Single parent with dependent children - Other	0	0	0
Single adult - Male	52	52	26
Single adult - Female	17	29	10
Single adult - Other	0	0	0
Couple with dependent children	9	5	2

Couple/two adults without dependent children	4	4	2
Three or more adults with dependent children	0	2	1
Three or more adults without dependent children	0	0	0
Other/not known	0	0	0

Employment status of main applicants owed a duty

Employment Status	Broxtowe	Gedling	Rushcliffe
Registered Unemployed	101	82	26
Not working due to illness/disability	41	61	86
Full time work	63	47	63
Part time work	52	55	50
Not seeking work/at home	57	55	40
Not registered unemployed but seeking work	16	14	20
Retired	2	16	15
Student/training	5	2	5
Other	12	16	6
Not known	4	12	16

Homelessness Statistics in South Nottinghamshire 19-20

Homelessness summary by Borough in 19-20

Indicator	Broxtowe	Gedling	Rushcliffe
Households Assessed	327	382	301
Households owed a duty	323	364	285
Households owed the prevention duty	257	241	235
Households owed the relief duty	66	123	50
Households owed no duty	4	18	16

Reason for loss of last settled home for household owed a Prevention duty			
Accommodation Tenure	Broxtowe	Gedling	Rushcliffe
Family or friends no longer willing or able to accommodate	70	50	56
End of private rented tenancy – assured shorthold	78	76	50
Domestic Abuse	18	19	18
Non-violent relationship breakdown with partner	34	25	43
End of social rented tenancy	4	4	10
Eviction from supported housing	5	5	1
End of private rented tenancy – not assured shorthold	0	0	7
Other violence and harassment	4	4	8
Left institution with no accommodation available	0	0	0
Required to leave accommodation provided by home office as asylum support	2	0	1
Other reasons/not known	42	58	41

Reason for loss of last settled home for household owed a Relief duty			
Accommodation Tenure	Broxtowe	Gedling	Rushcliffe
Family or friends no longer willing or able to accommodate	12	30	14

End of private rented tenancy – assured shorthold	7	13	6
Domestic Abuse	13	33	11
Non-violent relationship breakdown with partner	8	10	5
End of social rented tenancy	6	2	2
Eviction from supported housing	5	3	3
End of private rented tenancy – not assured shorthold	0	0	0
Other violence and harassment	1	3	4
Left institution with no accommodation available	0	1	0
Required to leave accommodation provided by home office as asylum support	1	1	0
Other reasons/not known	13	27	5

Accommodation at time of application for those owed a Prevention duty			
Accommodation Tenure	Broxtowe	Gedling	Rushcliffe
Private Rented Sector	72	113	75
Living with Family	103	73	74
No Fixed Abode	0	0	0
Social Rented Sector	12	23	24
Living with Friends	45	15	35
Homeless on Departure from Institution	6	0	6
Rough Sleeping	0	0	0
Owner Occupier/Shared Ownership	4	5	6

Temporary Accommodation	2	0	1
National Asylum Seeker Support Accommodation	1	0	0
Refuge	0	0	1
Other/not known	12	12	13

Household type of households owed a Prevention duty			
Household Type	Broxtowe	Gedling	Rushcliffe
Single parent with dependent children - Male	10	7	8
Single parent with dependent children - Female	66	79	62
Single parent with dependent children - Other	0	0	0
Single adult - Male	90	55	78
Single adult - Female	51	48	46
Single adult - Other	0	0	0
Couple with dependent children	18	27	13
Couple/two adults without dependent children	16	15	23
Three or more adults with dependent children	4	3	2
Three or more adults without dependent children	2	7	3
Other/not known	0	0	0

Ethnicity of main applicants owed a Prevention or a Relief duty			
Ethnicity	Broxtowe	Gedling	Rushcliffe
White	280	312	245
Black/African/Caribbean /Black British	13	10	6
Asian/Asian British	8	10	10
Mixed/Multiple ethnic groups	10	15	4
Other ethnic groups	4	9	3
Not known	6	8	16

Support needs of households owed a Prevention or Relief duty			
Support Needs	Broxtowe	Gedling	Rushcliffe
History of mental health problems	65	81	70
Physical ill health and disability	33	34	26
At risk of/has experienced domestic abuse	27	32	29
Offending history	8	6	11
History of repeat homelessness	3	2	5
Drug dependency needs	15	4	9
History of rough sleeping	3	2	4
Alcohol dependency needs	13	4	7
Learning disability	14	12	11
Young person aged 18-25 years requiring support to manage independently	22	3	11
Access to education, employment or training	5	0	0
At risk of/has experienced abuse (non-domestic abuse)	5	6	6

At risk of/has experienced sexual abuse/exploitation	3	1	5
Old Age	4	0	3
Care leaver aged 21+ years	1	6	1
Care leaver aged 18-20 years	5	4	2
Care leaver aged 16-17 years	1	0	3
Young parent requiring support to manage independently	6	1	2
Former asylum seeker	2	1	0
Served in HM forces	2	2	1

Age if main applicants owed a Prevention or Relief duty

Age Band	Broxtowe	Gedling	Rushcliffe
16-17	0	0	3
18-24	75	99	66
25-34	94	114	88
35-44	93	64	48
45-54	41	45	40
55-64	15	30	23
65-74	2	7	11
75+	3	5	6

Accommodation at time of application for those owed a Relief duty

Accommodation Tenure	Broxtowe	Gedling	Rushcliffe
Private Rented Sector	1	8	1
Living with Family	12	33	10
No Fixed Abode	18	24	20
Social Rented Sector	5	11	3
Living with Friends	7	13	1
Homeless on Departure from Institution	8	4	1

Rough Sleeping	7	5	4
Owner	0	3	2
Occupier/Shared Ownership			
Temporary Accommodation	4	1	1
National Asylum Seeker Support Accommodation	1	1	0
Refuge	2	9	5
Other/not known	1	11	2

Household type of households owed a Relief duty			
Household Type	Broxtowe	Gedling	Rushcliffe
Single parent with dependent children - Male	0	3	0
Single parent with dependent children - Female	16	47	13
Single parent with dependent children - Other	0	0	0
Single adult - Male	29	33	21
Single adult - Female	17	30	8
Single adult - Other	0	0	0
Couple with dependent children	0	5	3
Couple/two adults without dependent children	2	4	5
Three or more adults with dependent children	2	1	0
Three or more adults without dependent children	0	0	0
Other/not known	0	0	0

Employment status of main applicants owed a duty			
Employment Status	Broxtowe	Gedling	Rushcliffe
Registered Unemployed	144	86	36
Not working due to illness/disability	15	51	48
Full time work	59	60	59
Part time work	37	45	42
Not seeking work/at home	43	44	54
Not registered unemployed but seeking work	4	13	7
Retired	5	13	14
Student/training	3	2	3
Other	8	13	12
Not known	5	37	10

Homelessness Statistics in South Nottinghamshire 20-21

Homelessness summary by Borough in 20-21			
Indicator	Broxtowe	Gedling	Rushcliffe
Households Assessed	219	220	169
Households owed a duty	208	201	160
Households owed the prevention duty	145	101	93
Households owed the relief duty	63	100	67
Households owed no duty	11	19	9

Reason for loss of last settled home for household owed a Prevention duty			
Accommodation Tenure	Broxtowe	Gedling	Rushcliffe
Family or friends no longer willing or able to accommodate	62	29	22

End of private rented tenancy – assured shorthold	34	28	23
Domestic Abuse	12	1	7
Non-violent relationship breakdown with partner	17	13	15
End of social rented tenancy	1	1	1
Eviction from supported housing	1	2	2
End of private rented tenancy – not assured shorthold	0	2	0
Other violence and harassment	0	2	7
Left institution with no accommodation available	2	0	0
Required to leave accommodation provided by home office as asylum support	0	0	0
Other reasons/not known	16	23	16

Reason for loss of last settled home for household owed a Relief duty			
Accommodation Tenure	Broxtowe	Gedling	Rushcliffe
Family or friends no longer willing or able to accommodate	16	37	18
End of private rented tenancy – assured shorthold	8	4	4
Domestic Abuse	9	16	10
Non-violent relationship breakdown with partner	4	10	10
End of social rented tenancy	2	2	1

Eviction from supported housing	2	5	2
End of private rented tenancy – not assured shorthold	0	2	2
Other violence and harassment	2	2	4
Left institution with no accommodation available	4	0	0
Required to leave accommodation provided by home office as asylum support	0	0	0
Other reasons/not known	16	23	16

Accommodation at time of application for those owed a Prevention duty			
Accommodation Tenure	Broxtowe	Gedling	Rushcliffe
Private Rented Sector	23	37	25
Living with Family	55	30	29
No Fixed Abode	0	0	0
Social Rented Sector	2	8	7
Living with Friends	20	4	8
Homeless on Departure from Institution	4	1	2
Rough Sleeping	0	0	0
Owner Occupier/Shared Ownership	2	0	1
Temporary Accommodation	1	0	1
National Asylum Seeker Support Accommodation	3	0	0
Refuge	3	0	0
Other/not known	4	7	3

*No data for 20-21 Quarter 1

Household type of households owed a Prevention duty			
Household Type	Broxtowe	Gedling	Rushcliffe
Single parent with dependent children - Male	5	2	4
Single parent with dependent children - Female	39	30	25
Single parent with dependent children - Other	0	0	0
Single adult - Male	48	30	30
Single adult - Female	32	19	15
Single adult - Other	5	5	4
Couple with dependent children	10	6	10
Couple/two adults without dependent children	5	8	5
Three or more adults with dependent children	1	1	0
Three or more adults without dependent children	0	0	0
Other/not known	0	0	0

Ethnicity of main applicants owed a Prevention or a Relief duty			
Ethnicity	Broxtowe	Gedling	Rushcliffe
White	138	124	111
Black/African/Caribbean /Black British	2	3	6
Asian/Asian British	3	3	3
Mixed/Multiple ethnic groups	5	7	3
Other ethnic groups	3	4	1
Not known	7	20	2

*No data for 20-21 Quarter 1

Support needs of households owed a Prevention or Relief duty			
Support Needs	Broxtowe	Gedling	Rushcliffe
History of mental health problems	56	38	50
Physical ill health and disability	21	18	20
At risk of/has experienced domestic abuse	20	13	24
Offending history	15	4	8
History of repeat homelessness	10	0	6
Drug dependency needs	16	3	3
History of rough sleeping	6	0	8
Alcohol dependency needs	9	3	8
Learning disability	6	8	8
Young person aged 18-25 years requiring support to manage independently	23	5	3
Access to education, employment or training	7	0	1
At risk of/has experienced abuse (non-domestic abuse)	0	1	2
At risk of/has experienced sexual abuse/exploitation	4	2	4
Old Age	0	1	1
Care leaver aged 21+ years	3	4	1
Care leaver aged 18-20 years	5	5	1
Care leaver aged 16-17 years	0	2	0
Young parent requiring support to manage independently	3	0	0

Former asylum seeker	2	0	1
Served in HM forces	0	0	2

Age if main applicants owed a Prevention or Relief duty

Age Band	Broxtowe	Gedling	Rushcliffe
16-17	0	0	0
18-24	47	54	34
25-34	46	45	38
35-44	36	29	26
45-54	17	16	13
55-64	9	12	10
65-74	2	3	2
75+	0	1	0

*No data for 20-21 Quarter 1

Accommodation at time of application for those owed a Relief duty

Accommodation Tenure	Broxtowe	Gedling	Rushcliffe
Private Rented Sector	1	10	2
Living with Family	8	29	11
No Fixed Abode	4	10	15
Social Rented Sector	4	8	0
Living with Friends	3	1	2
Homeless on Departure from Institution	3	2	3
Rough Sleeping	9	5	11
Owner Occupier/Shared Ownership	1	0	0
Temporary Accommodation	4	1	1
National Asylum Seeker Support Accommodation	0	0	0
Refuge	1	1	4
Other/not known	2	3	1

*No data for 20-21 Quarter 1

Household type of households owed a Relief duty			
Household Type	Broxtowe	Gedling	Rushcliffe
Single parent with dependent children - Male	2	3	1
Single parent with dependent children - Female	7	26	9
Single parent with dependent children - Other	0	0	0
Single adult - Male	38	44	42
Single adult - Female	9	18	9
Single adult - Other	0	0	0
Couple with dependent children	5	7	3
Couple/two adults without dependent children	2	2	3
Three or more adults with dependent children	0	0	0
Three or more adults without dependent children	0	0	0
Other/not known	0	0	0

Employment status of main applicants owed a duty			
Employment Status	Broxtowe	Gedling	Rushcliffe
Registered Unemployed	44	55	33
Not working due to illness/disability	16	18	26
Full time work	19	21	21
Part time work	21	17	11
Not seeking work/at home	35	17	21

Not registered unemployed but seeking work	8	3	1
Retired	4	2	3
Student/training	5	1	1
Other	3	5	2
Not known	3	22	7

*No data for 20-21 Quarter 1

Rough Sleeper Statistics

Rough Sleeper Snapshot 2018	
South Nottinghamshire Borough	Count
Broxtowe	3
Gedling	0
Rushcliffe	2

Rough Sleeper Snapshot 2019	
South Nottinghamshire Borough	Count
Broxtowe	1
Gedling	0
Rushcliffe	2

Rough Sleeper Snapshot 2020	
South Nottinghamshire Borough	Count
Broxtowe	2
Gedling	0
Rushcliffe	3

Housing Register Data

Number of Applicants on the Waiting List for Social Housing by Borough			
Year	Broxtowe	Gedling	Rushcliffe
20-21	2151	596	594

Number of Lets through Choice Based Lettings by Borough			
Year	Broxtowe	Gedling	Rushcliffe
18-19	400	308	376
19-20	307	193	303
20-21	343	207	212

Number of Units of Social Housing by Borough			
Year	Broxtowe	Gedling	Rushcliffe
20-21	5596	4864	4038

Rough Sleeper Initiative (RSI) Funding

South Nottinghamshire has been part of successful bids to access the MHCLG's Rough Sleeper Initiative funding. The Council's access this as part of a wider Nottinghamshire Council's bid including Ashfield, Bassetlaw, Mansfield and Newark and Sherwood. This funding was first announced in 2018 and in the most recent year, the Nottinghamshire Councils were awarded around £1.2 million. The RSI Funding has provided a number of important interventions for the Prevention, Intervention and Recovery approach to rough sleeping.

RSI Services		
RSI Service	Key operating area	Delivered in partnership with
<i>Rough Sleeper Coordinator</i>	Coordination of the RSI services and link between Borough Councils and RSI services	Framework Housing Association/Ashfield DC
<i>Street Outreach Service</i>	Outreach support for rough sleepers across Nottinghamshire	Framework Housing Association
<i>Nursing Outreach</i>	Wound care and tissues viability support and treatment	Sherwood Forest Hospital Trust
<i>CPN Assertive Outreach</i>	On the street mental health support	Nottinghamshire Healthcare Trust
<i>Landlord Liaison Officers</i>	Assistance in finding and creating successful tenancies within the private sector and registered social landlords	Newark & Sherwood DC, Nottinghamshire Community Housing Association
<i>“Call Before you Serve”</i>	Specialist advice service for landlords who are having difficulties with their tenants and who are considering serving a notice to bring their tenancy to an end	Derby City Council
<i>Multiple Complex Needs Accommodation</i>	Supported accommodation for single homeless individuals with multiple complex needs	YMCA

<i>(Ashfield/Mansfield supported housing</i>		
<i>Substance misuse outreach</i>	Assertive outreach on the street substance misuse/treatment service	CGL (Change, Grow, Live)
<i>Prevention and Resettlement Team</i>	Provides tenancy related support to individuals and households to overcome housing and money related difficulties to maintain accommodation and prevent homelessness and those who need to obtain accommodation to end their homelessness.	Framework Housing Association
<i>No Recourse to Public funds service</i>	To work with those individuals who have eligibility issues that can create barriers to accessing accommodation and who are rough sleeping or at risk of rough sleeping	Tumtum
<i>1st Steps Accommodation (Mansfield)</i>	Housing first model supported accommodation in Mansfield	Action Housing

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South Nottinghamshire Homelessness and Rough Sleeping Strategy Consultation Results Summary

Thank you for those who participated in the South Nottinghamshire Homelessness and Rough Sleeping Strategy consultation.

Introduction

This consultation was undertaken to help Broxtowe Borough Council, Rushcliffe Borough Council and Gedling Borough Council develop a new Homelessness and Rough Sleeping Strategy to help shape how homelessness services will be delivered over the period 2022 to 2027. Councils are required to undertake a consultation when a new strategy is developed.

The Council is required to consult with a range of key partners and service users, including statutory, voluntary, and third sector organisations, This can include agencies specialising in homelessness and service users operating and living in the local area.

Methodology

The consultation was carried out in the form of an online survey that was available on each of the South Nottinghamshire Borough's websites.

The survey asked for views on the main themes and issues identified in the homelessness review and that informed the proposed priorities of the homelessness strategy. Individual respondents were able to give their views on certain issues that surround the issue of homelessness and also select or choose what factors contribute and what areas we could improve.

The following questions were asked requiring either a yes/no response, the selection of statements or options for free text :

The strategy raises 6 main strategic priorities, these are;

- 1. Early Intervention through effective partnership working*
- 2. The provision of an accessible, agile and responsive homelessness service*
- 3. Access to affordable and quality accommodation across all sectors*
- 4. Tackle rough sleeping by developing and improving pathways*
- 5. Linking health, well-being and housing together to improve the life chances and aspirations of those affected*
- 6. Delivering long term support solutions to sustain tenancies for the most vulnerable*

Do you feel that the South Nottinghamshire Councils are right to prioritise these areas?

Do you think the Council does enough to prevent homelessness in South Nottinghamshire?

What do you think contributes to homelessness in South Nottinghamshire? Select 3

- *The cost of renting privately (rent levels)*
- *The upfront costs of renting privately (deposit, rent in advance)*
- *The availability of social housing*
- *Welfare reform and Universal Credit*
- *Lack of security of tenure in the private sector*
- *House prices*
- *The availability of affordable housing*
- *The availability of supported housing*
- *Lack of employment opportunities*
- *Lack of support for vulnerable people covering multiple and complex needs such as mental health and substance misuse*
- *Other*

The Government's target is to end rough sleeping; do you think this target is achievable in South Nottinghamshire?

What do you think the Council could do or what contribution could be made by partners or other agencies to help end rough sleeping in South Nottinghamshire?

Do you think that enough support is offered to help people to keep their accommodation and to avoid homelessness?

What extra types of support could be made available to help people avoid becoming homeless?

Please choose the 3 most important priorities for the Council to address in preventing and managing homelessness in South Nottinghamshire over the next 5 years?

- *Targeting services to prevent homelessness*
- *Provide more social and affordable housing*
- *Improving access to the private rented sector*
- *Improving support for vulnerable people and groups*
- *Supporting non-statutory agencies, such as charities and voluntary groups*
- *Improve the quality of quantity of temporary accommodation*
- *Helping rough sleepers access the right support and reduce visible rough sleeping*
- *Helping people to access employment that allows them to afford a home*
- *Building more homes across all tenures*

Do you have any other comments about the housing or homelessness situation in South Nottinghamshire, or any suggestions about what could be done to improve things?

The consultation was promoted through inter agency forums and through social media releases and through visiting the website of the South Nottinghamshire Borough's.

The consultation lasted 8 weeks from 11th October 2021 until 6th December 2021.

Surveys were anonymised to ensure impartial views were obtained.

Documents were made accessible and information was available on request in different formats.

Survey Response and Results

A total of 40 responses were received to the consultation.

In response to whether the six themes within the strategy were correct , the responses were broadly supportive, with 85% of respondents being in favour (Chart 1)

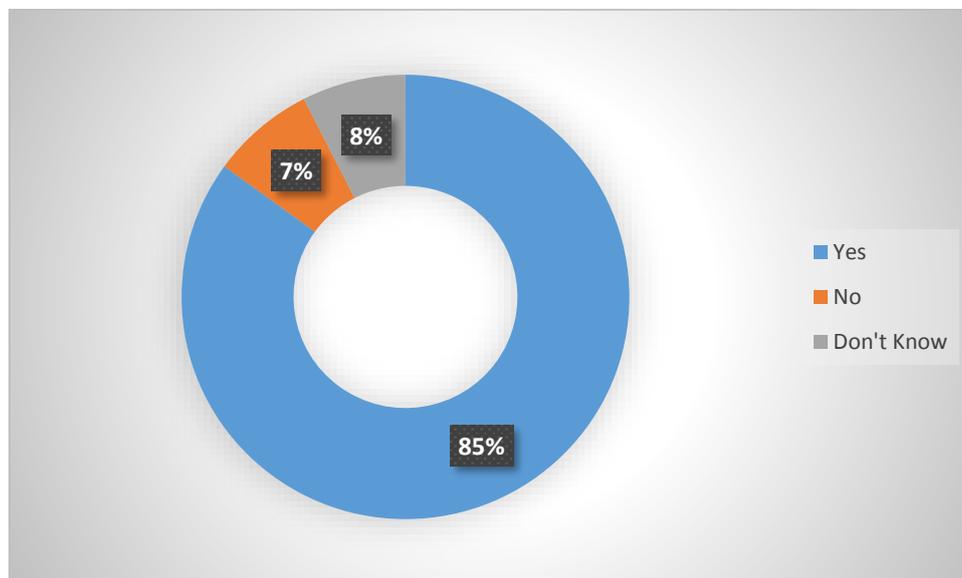


Chart 1

In response to whether South Nottinghamshire Council's do enough to prevent homelessness, 63% of respondents advised that they were unsure (Chart 2).

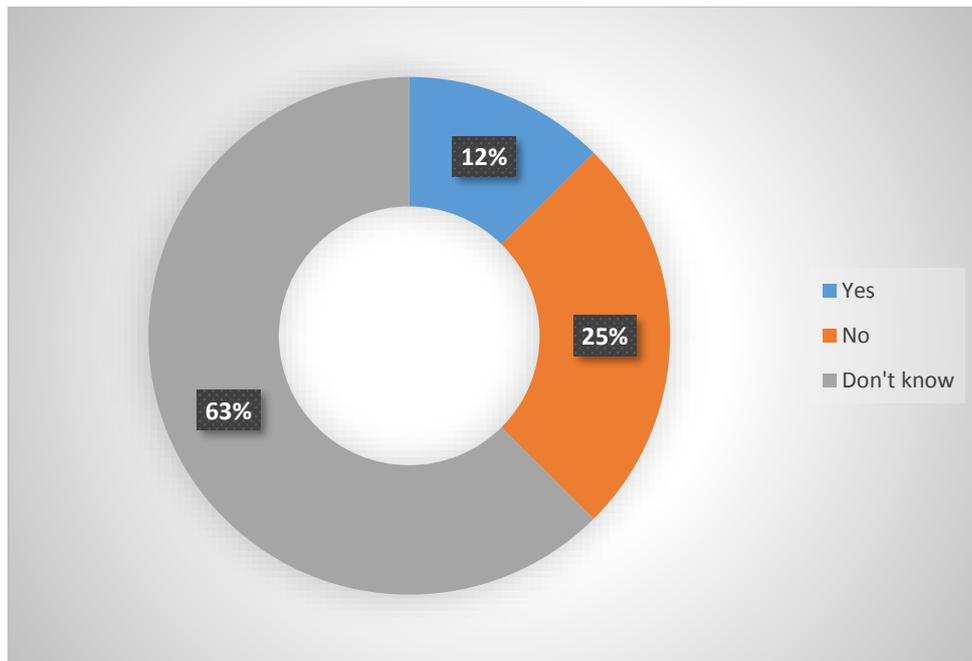


Chart 2

In response to whether the Government targets to end rough sleeping are achievable in South Nottinghamshire, the responses were more balanced. This highest proportion of respondents (45%) agreed this was the case (Chart 3)

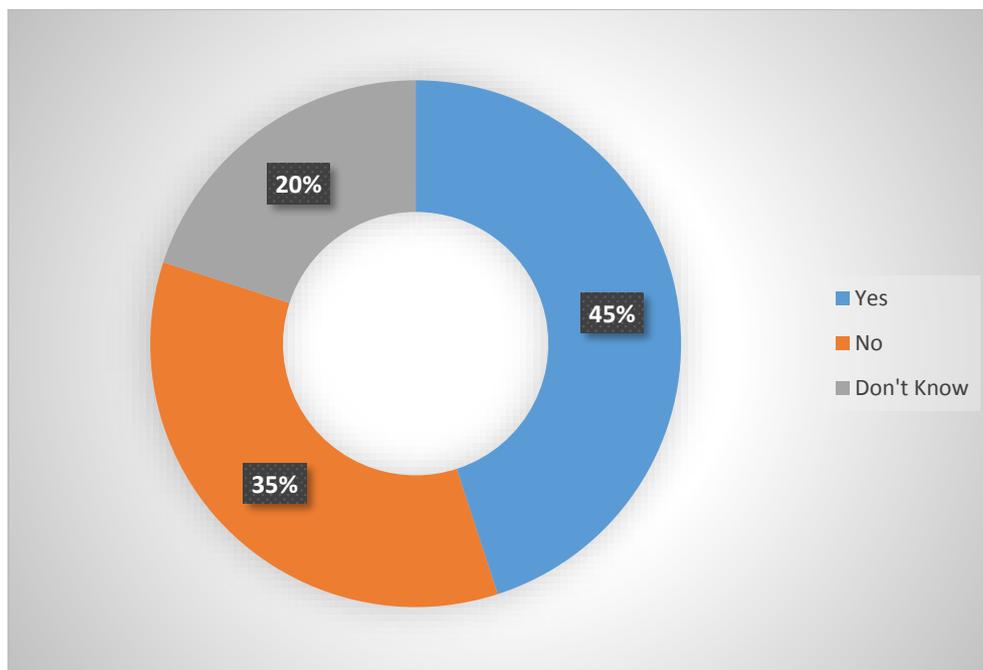


Chart 3

In response to whether sufficient support is offered to help people keep their accommodation and avoid homelessness, the respondents thought that more support should be offered, only 7% in agreement (Chart 4)

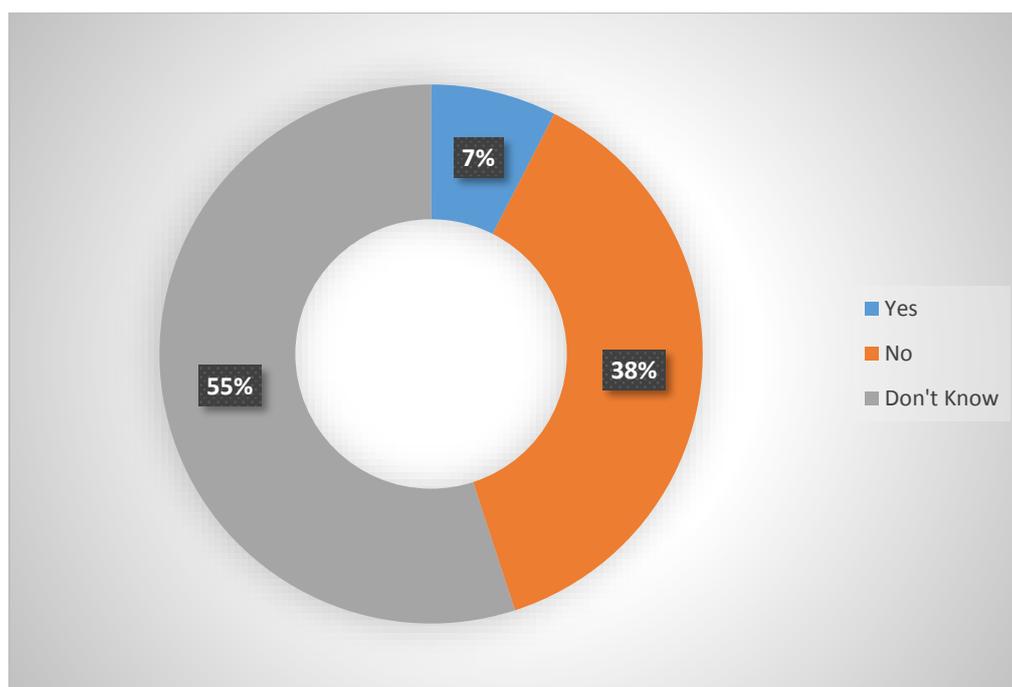


Chart 4

When asked what 3 things contribute to homelessness in South Nottinghamshire, the most prevalent factors included;

1. The lack of availability of social housing
2. Lack of support for vulnerable people with multiple and complex needs
3. The upfront cost of renting privately

A close fourth was the high cost of private rented accommodation which was a prevalent theme across the consultation responses.

When asked which were the 3 most important priorities for the Council to address in the next 5 years, the most prevalent responses were;

1. Improving support for vulnerable people and groups
2. Provide more social and affordable housing
3. Targeting services to prevent homelessness

It is clear from the responses above that support for and concerns surrounding the provision of support for vulnerable people is a key consideration for the residents of South Nottinghamshire.

A broad selection of the comments made by respondents are shown below:

In response to the strategy themes:

“it’s nice to see these priorities written up”

“good targets”

In response to whether South Nottinghamshire Council’s do enough to prevent homelessness:

“Homelessness is on the increase, which is clear acknowledgement that current prevention is not enough”

“There is not enough social housing being built and the little existing stock is quite literally falling apart.”

“I would like to see more resources devoted to short term lets in empty properties”

“We should see more detail on what Councils do to prevent homelessness”

In response to what the South Nottinghamshire Councils could do or what contribution could be made by partners or other agencies to help end rough sleeping:

“Increased support and advice that is easy to access from a central point”

“Ensure sufficient social housing and mental health support is available”.

“Enable people to be housed as quickly as possible and provide support to ensure they can keep their home”

“Good communication with the services who provide support for homeless people and also the people who provide housing. Knowledge of where rough sleepers are and what they need”

A full summary of the comments and Officer responses can be found at the end of this document.

How the consultation feedback has helped to shape the strategy:

The consultation responses have informed the strategy and action plan in the following areas:

- An action has been added for reviewing good practice and utilising peer reviews. This is within the ‘provision of an accessible, agile and responsive homelessness service’ strategic aim
- An action has been added to publicise the outcomes achieved and actions taken to tackle homelessness. This is within the ‘provision of an accessible, agile and responsive homelessness service’ strategic aim
- An action has been added to work to bring empty properties back into use for those homeless or rough sleeping where possible. This is within the ‘access to affordable and quality accommodation across all sectors’ strategic aim

Summary of comments made by respondents	Officer Response
More supported accommodation or support to stay in accommodation should be provided, to stop people rough sleeping - 10 similar comments	<p>The Councils have over recent years increased units of supported accommodation within South Nottinghamshire with the expansion of Elizabeth House and through successful Department for Levelling Up, Housing and Communities (DLUHC) Rough Sleeping Accommodation Programme (RSAP) funding bids in partnership with Framework a further 16 units of additional supported accommodation, targeted at rough sleepers will be available</p> <p>Improving the access to supported accommodation is included within the action plan</p> <p>Improving “move on” arrangements for those leaving supported accommodation is included within the action plan</p>
Provide more support for rough sleepers - 8 similar comments	<p>The Councils are committed to ending rough sleeping across South Nottinghamshire</p> <p>Tackling rough sleeping by developing and improving pathways is a key strategic aim</p>
Understand and respond to specific groups facing homelessness - 7 similar comments	<p>Improving pathways for specific groups is a key strategic aim</p> <p>The use of Rough Sleeper Action Groups enables a more targeted approach to tailor support and meet the needs of rough sleepers</p>
Agencies/Partners need to work more closely together - 6 similar comments	<p>Early intervention through partnership is a key strategic aim within the strategy</p>

Social housing stock is in low supply, not enough being built and/or is of low quality - 5 similar comments	Improving links with Registered Providers and ensuring homeless clients are prioritised through allocation schemes is part of the 'access to affordable and quality accommodation across all sectors' strategic aim
More empty homes/buildings need to be brought back into use - 5 similar comments	This suggestion has been added into the strategy and action plan following the consultation
Housing advice support can be difficult to access/make services more accessible - 3 similar comments	<p>The provision of accessible, agile and responsive homelessness services is a key strategic aim</p> <p>There is an action ensuring homeless clients are able to access housing options and advice services and customer journeys and experiences are understood</p>
Difficult to tackle the issues at a local level - 2 similar comments	<p>The DLUHC lead on national homeless policy</p> <p>The DLUHC provide funding to all local authorities to discharge their statutory duties and to develop a Homelessness & Rough Sleeping Strategy. The model requires a local response to local homelessness and rough sleeping issues within local authority areas</p> <p>Council's are required to develop local solutions to tackle homelessness and rough sleeping including the provision of homelessness and housing advice services</p>
We should see more detail on what Councils do to prevent homelessness- 1 similar comment	This suggestion has been added into the strategy and action plan following the consultation
Ensure adequate funding, ensuring that money is spent in the right way on the right priorities - 1 similar comment	Maximising the funding available to assist homeless clients is an action within the action plan within the 'early intervention through effective partnership working' strategic aim
More investment in front line staffing would improve response	The provision of accessible, agile and responsive homelessness services is a key strategic aim, therefore resources and service quality are under regular review in each area

Clear pathways for clients would improve and speed up responses	Improving pathways and improving accessibility to housing options services are within the key strategic aims
Housing developers ignore the needs of the community and the Council doesn't hold them to account	The Council has a statutory duty to assess local housing needs and can influence the type and size of affordable housing delivered on new sites. Developers and Registered Providers are required to adhere to the provisions within the Section 106 Planning Agreement
Temporary accommodation needs to be accessible and appropriate	Ensuring that temporary accommodation is of a high quality is within the 'access to affordable and quality accommodation across all sectors' strategic aim
Ensure that other practice is reviewed	This suggestion, specifically around peer review, has been added into the strategy and action plan following the consultation
People who are "sofa surfing" need to be sought out	It is intended that improving partnerships with partners and improving pathways for those accessing services will improve information on 'hidden' homelessness
Private rent needs to be more accessible	Enabling swift access to the private rented sector is within the 'access to affordable and quality accommodation across all tenures' strategic aim
Ensure that local people are helped first	Local connection and eligibility are key parts of assessing any persons housing, whether they are threatened with homeless, or seeking to join the housing waiting list.

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Cabinet

Tuesday, 8 February 2022

Disabled Facilities Grant Policy

Report of the Director – Neighbourhoods

**Cabinet Portfolio Holder for Communities and Climate Change,
Councillor A Brennan**

1. Purpose of report

- 1.1. This report will inform Cabinet of revisions to the Council's Disabled Facilities Grant Policy.
- 1.2. The current Policy is entitled Disabled Facilities Grant Policy 2018 to 2023. The revised Policy will not be given a date range but will be further revised to reflect any changes to local or national policy and practice or within five years of the approval of this Policy.
- 1.3. The Policy has been revised to mirror changes to the county-wide Disabled Facilities Grant Policy, and to reflect the impact of material and labour cost pressures within the construction sector.

2. Recommendation

It is RECOMMENDED that Cabinet:

- a) approves the revised Disabled Facilities Grant Policy, as attached at Appendix 1; and
- b) approves that any further revisions to the Policy due to statutory changes may be delegated to the Director – Neighbourhoods in consultation with the Cabinet Member for Communities and Climate Change.

3. Reasons for Recommendation

- 3.1. The Council is keen to ensure that residents are given the assistance they need to remain independent in their home for as long as practically possible. An effective and resourced Disabled Facilities Grant Policy reduces demand on other public sector services, such as hospitals, nursing, and residential care.
- 3.2. The revised Policy aligns with the county-wide Policy, which has been adopted or will be adopted by the other districts and boroughs in the County.

This in turn provides consistency for clients and supports more aligned working practices between the districts and boroughs, and the County Council.

4. Supporting Information

- 4.1. The provision of Disabled Facilities Grants (DFGs) is mandatory under the provisions of Section 23 of the Housing Grants, Construction and Regeneration Act 1996. The DFG capital allocation is awarded to districts and boroughs through the Better Care Fund, which is administered by Nottinghamshire County Council as part of their public health role. There is national guidance relating to who is eligible for assistance and how DFGs should be administered.
- 4.2. The current Disabled Facilities Grants Policy has been reviewed, the driver for the review being a commitment from the Nottinghamshire districts and boroughs to establish a common policy for private sector DFGs. This includes applications from private householders and tenants, including tenants of Registered Providers. This is the sum total of the client base for Rushcliffe Borough Council, as the Council does not own housing stock where the arrangements are slightly different
- 4.3. Representatives from Nottinghamshire district and borough councils' DFG teams and the County Council's Occupational Therapy (OT) service meet on a regular basis to discuss the DFG process. Each district and borough have their own DFG Policy, based upon national guidance. As the OT service works across the county, it was agreed that having a single DFG Policy would provide clarity for the OT services, local residents and contractors working cross boundary. This would ensure a consistent level of service provision and provide an opportunity for joint working and more alignment in the future.
- 4.4. The key change is to increase the upper limit on grants for major adaptations. This proposal increases the maximum discretionary grant from £10,000 to £20,000, thereby increasing the overall grant available from £40,000 to £50,000.
- 4.5. A DFG award consists of two elements, a mandatory grant, and a discretionary element. The mandatory grant level is set nationally, currently at £30,000. The majority of grants awarded are below the mandatory level. However, some adaptations, in particular house extensions, cost over and above the mandatory amount. The Council along with their other districts and boroughs in the county have a discretionary budget that allows them to top up the grant awardable under the legislation.
- 4.6. The Council's current discretionary limit per application is currently £10,000. However, a growing number of major adaptations are priced above the current £40,000 limit, thus bringing in to question our ability to meet the needs of households with urgent needs. The inflationary pressures within the construction sector are much documented. As such it is proposed on a county-wide basis to raise the discretionary limit per applications to £20,000.

- 4.7. It is also proposed that the DGF, up to the maximum of £20,000, will be placed as a legal charge on the property for 10 years, where the grant recipient has a legal interest in the adapted property. Currently only the first £10,000 of a mandatory DFG is placed as a legal charge. This means that in exceptional circumstances the total legal charge could reach £30,000.

Other key revisions include:

- 4.8. The maximum discretionary grant payable where there are dual residency arrangements for a child will increase from £10,000 to £30,000. The funding will be placed as a legal charge on the property for 10 years. Previously the £10,000 legal charge was for an indefinite repayment period.
- 4.9. The previous limit of £10,000 to assist a resident being discharged from hospital to relocate to suitable accommodation has been removed and replaced by the term 'reasonable cost' thereby giving the Council flexibility with the level of help it can provide.

5. Risks and Uncertainties

The demand for DFGs has increased this year compared with previous years. Conversely inflationary pressures in the building sector have increased leading to concerns about the overall funding allocation.

6. Implications

6.1 Financial Implications

The priorities and tasks identified within the Disabled Facilities Policy will be contained within existing BCF allocations. In the event of any changes to the BCF allocation, expenditure plans will need to be reviewed.

6.2 Legal Implications

The provision of Disabled Facilities Grants (DFGs) is a statutory requirement

6.3 Equalities Implications

The Disabled Facilities Grant Policy takes account of the effect of the Council's priorities on all residents of the Borough and is supported by the Council's Equality and Diversity Scheme. An equality impact assessment has been carried out and no adverse impacts have been identified.

6.4 Section 17 of the Crime and Disorder Act 1998 Implications

None

7. Link to Corporate Priorities

Quality of Life	The DFG Policy enhances the lives of our disabled residents through investment to make their homes fully accessible.
Efficient Services	An aligned Policy at the county level allows us to explore more joined up working practices.
Sustainable Growth	n/a
The Environment	Large scale works will adhere updated environmental regulations, thereby improving the efficiency of the dwelling.

8. Recommendation

It is RECOMMENDED that Cabinet:

- a) approves the revised Disabled Facilities Grant Policy, as attached at Appendix 1; and
- b) approves that any further revisions to the Policy due to statutory changes may be delegated to the Director – Neighbourhoods in consultation with the Cabinet Member for Communities and Climate Change.

For more information contact:	Donna Dwyer Strategic Housing Manager 0115 914 4275 ddwyer@rushcliffe.gov.uk
Background papers available for Inspection:	None.
List of appendices:	Disabled Facilities Grant Aligned Policy Document

NOTTINGHAMSHIRE
LOCAL AUTHORITY
DISABLED FACILITIES GRANT
ALIGNED POLICY DOCUMENT.

Rushcliffe Borough Council

Contents

	PAGE
Policy Introduction	5
Part 1 Mandatory Disabled Facilities Grants	5
1.0 Introduction	5
2.0 Amount of Mandatory DFG	6
3.0 Repayment Conditions in Disposal	7
Part 2 Discretionary Grants	8
4.0 Introduction	8
5.0 Top-Up Grant to Mandatory schemes	8
6.0 Dual residency of a disabled child	9
7.0 Relocation Grant	10
Part 3 General Requirements & Grant Conditions	11
8.0 Applications for grant	11
8.1 Definition of disabled person	11
8.2 Applicant's criteria	12
9.0 Cost of Work	13
10.0 Means tested contributions/Successive Grants	13
11.0 Grant Approval	14
12.0 Completion of Work	15
13.0 Cessation of grant entitlement	15
14.0 Changes in circumstances	16

15.0	Cases where grant recalculated	16
16.0	Repayment in case of compensation	17
17.0	General Provisions	17
18.0	Deferring Grant Payment	17
19.0	Installation of Equipment and Maintenance	18
20.0	Contractual Relationships	18
21.0	Complaints	19
22.0	Policy Amendments	19

POLICY INTRODUCTION

This document sets out the process through which Rushcliffe Borough Council (“the Council”) will provide mandatory Disabled Facilities Grants (DFG’s) and associated discretionary grants for private sector residential adaptations, including Registered Provider dwellings.

This document contains information on eligibility for grant assistance, conditions relating to applications, approval and payment of grant and other relevant conditions and requirements.

PART 1 MANDATORY DISABLED FACILITIES GRANTS

1.0 Introduction

1.1 The local housing authority (“the Authority”), is under a statutory duty by virtue of the provisions of the Housing Grants, Construction and Regeneration Act 1996 (“the Act”) to provide Disabled Facilities Grants (DFGs) for private sector residential adaptations where the appropriate legislative conditions are met. The definition of private sector includes Registered Provider owned properties.

1.2 The purposes for which mandatory DFGs may be given are set out in section 23(1) of the 1996 Act and have subsequently been added to by the Disabled Facilities Grants (Maximum Amounts and Additional Purposes) (England) Order 2008. The following is a summary of the categories for which grant might be provided but more detailed information can be found in the Act and associated guidance – see the following link: <https://www.legislation.gov.uk/ukpga/1996/53/contents>. The Council will have regard to the Act and associated guidance in determining the eligibility of any works for a DFG. The categories can be broadly summarised as follows:

- Facilitating access – grant may be given for works to remove or overcome any obstacles which prevent the disabled person from moving freely into and around the dwelling, access to the garden and enjoying use of the dwelling and facilities or amenities within it. This includes facilitating access to the principal family room.
- Making a dwelling or building safe – grant may be given for certain adaptations to the dwelling or building to make it safe for the disabled person and other persons residing with them. This may include the provision of lighting where safety is an issue or for adaptations designed to minimise the risk of danger where a disabled person has behavioural problems.
- Access to a room usable for sleeping – grant may be given for the provision of a room usable for sleeping where adaptation of an existing room in a dwelling (upstairs or downstairs) or the access to that room is unsuitable. Where the disabled person shares a bedroom with a spouse or partner a grant may be given to provide a room of sufficient size so that normal sleeping arrangements can be maintained.
- Access to a bathroom – grant may be given for the provision of, or access to, a WC, washing, bathing and/or showering facilities and includes facilitating the use of such facilities.
- Facilitating preparation and cooking of food – grant may be given to re-arrange or enlarge a kitchen to improve the manoeuvrability for a wheelchair and to provide specially modified or designed storage units, work top area etc. Where most of the cooking and preparation of meals is done by another household member, it would not normally be appropriate to carry out full adaptations to

the kitchen. However, it might be appropriate to carry out certain adaptations that enable the disabled person to perform minor functions in the kitchen, such as preparing light meals or hot drinks.

- Heating, lighting and power – grant may be given to provide or improve the existing heating system in the dwelling to meet the disabled person’s needs. A grant will not be given to adapt or install heating in rooms which are not normally used by the disabled person. The installation of central heating will only be considered where the well-being and mobility of the disabled person would otherwise be adversely affected. Provision is also made under this section for the adaptation of heating, lighting and power to make them suitable for use by the disabled person.
- Dependant residents – grant may be given for works to enable a disabled occupant better access around the dwelling in order to care for another disabled person who normally resides there whether or not they are related to the disabled person. Such works could include adaptations to a part of the dwelling to which the disabled person would not normally need access, but which is used by the person to whom they are providing care and therefore it is reasonable for such works to be carried out.
- Common parts - grant may be given for works to facilitate access to a dwelling through common parts of a building.

1.3 Section 24 of the Act places a duty on local housing authorities who are not themselves a social care authority, to consult the relevant social care authority on the adaptation needs of disabled people seeking help through DFG’s. Local housing authorities themselves must decide what action to take based upon that advice and therefore the type of adaptations, if any, for which grant is approved. Any decision must be based on whether the proposed adaptations are necessary and appropriate to meet the needs of the disabled applicant and whether it is reasonable and practicable to carry out the relevant works having regard to the age and condition of the property.

1.4 The Occupational Therapy (OT) service will identify an applicant’s needs and make referrals to the relevant local housing authority recommending work to be carried out and the Council in line with the obligations set out in the previous paragraph will consider these. Any referral made by an independent occupational therapist will be considered in the same way and the Council will refer all relevant documentation to the social care authority for comment in compliance with its statutory duty to consult.

1.5 Although the provision of mandatory DFG’s is covered by the Act and the Authority must comply with the legislation, this document sets out the policy that will be applied by the Authority in the provision of DFGs with regard to matters not covered by the legislation.

2.0 Amount of Mandatory DFG

2.1 The maximum amount of mandatory grant that the Authority can pay for any single grant application is currently £30,000. This amount is reduced by any contribution assessed as payable by the grant applicant (see section 10.0 on the Test of Resources).

3.0 Mandatory DFG – Repayment Conditions on Disposal

3.1 Grant repayment conditions run for a specific period following the completion of any mandatory grant that exceeds a grant total of £5,000. These conditions commence from the certified date of the grant- i.e. the date at which the Authority has certified that the works have been carried out to its satisfaction- for a maximum of 10 years. The application of such conditions will apply only if the grant applicant has an owner's interest in the subject property. The maximum amount that the Authority can recover is £10,000.

3.2. The Authority has determined that it will require repayment by the applicant if –

- (i) the applicant disposes (whether by sale, assignment, transfer or otherwise) of the premises in respect of which the grant was given within 10 years of the certified date; and
- (ii) the Authority having considered –
 - (a) the extent to which the applicant would suffer financial hardship if the applicant were required to repay all or any of the grant;
 - (b) whether the disposal of the premises is to enable the applicant to take up employment or to change the location of their employment;
 - (c) whether the disposal is made for reasons connected with the physical or mental health or well-being of the applicant or of a disabled occupant of the premises; and
 - (d) whether the disposal is made to enable the applicant to live with, or near, any person who is disabled or infirm and in need of care which the applicant is intending to provide or who is intending to provide care of which the applicant is in need by reason of disability or infirmity.

is satisfied that it is reasonable in all the circumstances to require the repayment.

3.3 If an applicant is of the opinion that any of the exemptions detailed above may be appropriate then they will be required to submit written representations to the Authority setting out their case in full.

3.4 If no exemption is deemed appropriate the eligible element of the grant that can be reclaimed following a disposal of the property will be recovered in full upon sale of the property.

3.6 This condition will be registered as a local land charge and is binding on any person who is for the time being an owner of the dwelling or building.

PART 2 DISCRETIONARY GRANTS

4.0 Introduction

4.1 In addition to providing mandatory DFG's, the Authority has the power to offer discretionary financial assistance by virtue of the Regulatory Reform (Housing Assistance) (England & Wales) Order 2002. Using these powers, the Authority has agreed to offer discretionary grant for private sector residential adaptations in certain specific circumstances. This section relates solely to discretionary grant assistance provided by the Council toward disabled adaptations or approved alternative schemes to meet the identified needs of the disabled applicant.

5.0 Top-Up to Mandatory Schemes + Repayment Conditions on Disposal

5.1 Although the maximum amount of grant available for a mandatory DFG is currently £30,000, the Authority has agreed through this Policy to potentially provide up to an additional £20,000 as a discretionary top-up. Discretionary grant will be considered where circumstances are such that the cost of eligible work exceeds £20,000 (either as a result of unforeseen works post approval or due to the extent of the original work required). This type of assistance will only be offered as a top up for schemes that fall within the mandatory grant headings as previously described.

5.2 Any discretionary assistance awarded under this part will be given without prejudice and will have no regard to any agreed Nottinghamshire County Council funding or the ability of the applicant to self-fund the identified additional costs. Subject to this assessment, any discretionary award will potentially make up the difference between the maximum grant and the cost of eligible works (up to a maximum of an additional £20,000). Any discretionary top-up will however be repayable on any subsequent disposal of the property excepting the considerations at 5.3 and will be registered as a charge against the property.

5.3 If the subject property is disposed of within 10 years of the certified date the Authority will require repayment of all or a proportion of the grant SUBJECT to the criteria as detailed in sections 3.2 to 3.4. All grant conditions will cease on expiry of the 10 -year period from the certified date.

5.4 The award of any discretionary top-up will only be considered having regard to the available resources the Authority has at that time. If it does not have sufficient resources available to fund other referrals that have been passed to the Authority by the Occupational Therapy Service at the time, the Authority reserves the right not to approve any discretionary top-up. The Council will however consider the likely demand for discretionary assistance and where practicable build this into its financial planning and bidding process.

6.0 Dual residency of a disabled child

- 6.1 In cases where families separate, and a court order or mediation agreement provides that residency of the subject disabled child is split between the mother and father (or other designated guardian) the Authority may consider the award of discretionary grant to one property. The proposed adaptations will only be considered for discretionary assistance if they fall within those headings applied to mandatory schemes and are determined to be necessary and appropriate and reasonable and practicable (see section 1.2).
- 6.2 Mandatory DFG can only be provided to the 'sole or main residence' of the disabled applicant and in circumstances covered by this section it is assumed that one party would apply for mandatory grant on the basis that the child occupies the subject property as their sole or main residence. The main residence will be determined by consideration of the applicant's particular circumstances including which party receives child benefit and the details of any court order or mediation agreement.
- 6.3 The Authority will consider the details of any court order or mediation agreement and specifically the allocation of time spent with each parent in determining eligibility for assistance. No specific percentage split is proposed as each case will be reviewed on its own merits. Factors to be considered include the specific details of any order, likely time to be spent at each property, whether the child will stay overnight at the subject property and for what period and so on.
- 6.4 Any assistance provided under this heading will be determined and assessed using the mandatory DFG criteria and will be up to a maximum award of £30,000 and will not be subject to any form of means testing as per mandatory DFG applications for children and young persons. The grant will be registered as a charge against the property.
- 6.5 If the subject property is disposed of within 10 years of the certified date the Authority will require repayment of all or a proportion of the grant following consideration of the reasons behind the disposal. The Authority will apply the same criteria as detailed in sections 3.2 to 3.4 (above) in determining if and how much of the grant will be repayable. All grant conditions will cease on expiry of the 10-year period from the certified date.
- 6.6 Any discretionary award will only be considered having regard to the amount of resources the Authority has at the time. If the Authority does not have sufficient resources left to deal with other mandatory referrals by the Occupational Therapy Service at the time, the Council reserves the right not to approve any discretionary assistance. The Council will however consider the likely demand for discretionary assistance and where practicable build this into its financial planning and bidding process.

7.0 Relocation Grant

- 7.1 A relocation grant may be available to an applicant who owns or privately rents their property if adaptations to their current home through DFG are determined not to be feasible or reasonable and they are considering relocation to a property they intend to purchase or rent.
- 7.2 Applicants must be 18 or over on the date of application is made and, in the case of a disabled child, the parent(s) would make the application. Any application must be supported by a recommendation from the Nottinghamshire County Council's OT service or relevant Health or Social Services Care partner in the event of hospital discharge.
- 7.3 The Authority and the OT must be satisfied that the proposed property already meets the needs of the disabled person without further adaptation or are satisfied that it can adapted at a reasonable cost.
- 7.4 Applicants must be relocating within the Authority's boundary. Consideration may be given to a move within Nottinghamshire, but this would require the approval of the relevant district or borough council.
- 7.5 A grant of up to £5,000 may be made available towards specific relocation expenses, which includes estate agent fees, legal costs, removal costs and up to a 75% contribution toward 'white goods' in the new premises if these are not provided.
- 7.7 Applications must be submitted prior to the relocation as grants cannot be paid retrospectively. Assistance will not be given toward the purchase price of the new property.
- 7.8 The Authority will require quotations from independent contractors in compliance with the Authority's adopted procurement rules that realistically reflect the cost of the works/service provided.
- 7.9 All applicants will be required to complete the move within 12 months from the date of approval of their application. Any payments made will be made either directly to the service/work provider or to the grant applicant. Valid invoices or receipt must be provided prior to payment.
- 7.10 If on sale of the applicant's existing property, net equity of more than £20,000 is released, the Relocation Grant will only fund the physical removal costs. (Net equity refers to any equity released when the purchase price of the new property is less than the existing property's selling price).
- 7.11 If the move is aborted through the fault of the applicant then costs will not be paid, and any costs already paid will be reclaimed from the applicant. If the reason for the move failing is through no fault of the applicant, then the Authority will not recover the costs.

- 7.12 The new property must be the disabled person's main residence and no applicant will be awarded a Relocation Grant on more than one occasion.
- 7.13 The Relocation Grant scheme will be subject to the same Test of Resources as the mandatory Disabled Facilities Grant scheme unless the relocation is for a disabled child in which case no test will be applied.
- 7.14 Any Relocation Grant will be recorded as a property charge and will mirror those repayment conditions attached set out in sections mandatory DFG's that exceed the £5,000 threshold (see section 3.2 to 3.4).

PART 3 GENERAL REQUIREMENTS & GRANT CONDITIONS

The following general requirements and conditions will apply to both mandatory DFGs and discretionary DFGs.

8.0 Applications for Grant

8.1 Definition of disabled person

8.1.1 For the purposes of the legislation relating to DFGs, a person is defined as being disabled if:

- their sight, hearing, or speech is substantially impaired,
- they have a mental disorder or impairment of any kind, or
- they are physically substantially disabled by illness, injury, impairment present since birth or otherwise.

8.1.2 A person aged 18 or over is taken to be disabled if:

- they are registered as a result of any arrangements made under the Care Act or any subsequent act, or
- they are a person for whose welfare arrangements have been made under that section or might be made under it.

8.1.3 A person aged under 18 is taken to be disabled if:

- they are registered in a register of disabled children maintained under the Children Act 1989 or any subsequent act, or
- in the opinion of the social services authority (Nottinghamshire County Council) they are a disabled child as defined for the purposes of Part III of the Children Act 1989.

8.2 Applicant's criteria

8.2.1 The Authority cannot consider an application for a mandatory or discretionary DFG unless it is satisfied that:

- the applicant has or proposes to acquire, an owner's interest in every parcel of land on which the relevant works are to be carried out, or
- the applicant is a tenant of the dwelling where the relevant works are to be carried out.

Certificate required in case of owner's application

8.2.2 An owner's application for a DFG must be accompanied by an owner's certificate which will certify that the applicant has or proposes to acquire an owner's interest and that they intend that the disabled occupant will live in the dwelling as their only or main residence throughout a period of five years following completion of the works.

Certificates required in case of tenant's applications

8.2.3 A tenant's application for a DFG must be accompanied by a tenant's certificate which will certify that the application is a tenant's application and that the applicant intends that the disabled occupant (whether that is the applicant or someone in the applicant's household) will live in the dwelling as their only or main residence throughout a period of five years following completion of the works.

8.2.4 A tenant's application should be accompanied by an owner's certificate from the person who at the time of the application is the landlord under the tenancy. The Authority can waive this where it is not reasonable in the circumstances to request a certificate.

8.2.5 Private tenants must obtain their landlords written permission and landlord's ownership certificate for the subject works before a DFG can be approved. Where a landlord withholds this permission for the works to be undertaken a grant cannot be approved. Any DFG approved would not normally include any element of reinstatement.

Occupiers and Consent Certificates (houseboats and park homes)

8.2.6 Occupiers of houseboats and park homes must provide an 'occupiers certificate' certifying the intention of the disabled occupier to occupy the qualifying houseboat or park home as his only or main residence throughout the grant condition period (5 years from the certified date). Any such certificate must also be accompanied by a 'consent certificate' from each person who owns the mooring or land on which the houseboat or park home is stationed or who owns the houseboat or park home.

9.0 COST OF WORK

- 9.1 The Authority uses public money to fund the provision of both mandatory and discretionary DFGs and as such it must take into account value for money.
- 9.2 When officers schedule the work to be carried out, they will ensure it meets the needs of the applicant but at the same time they will only prepare a basic specification. If grant applicants wish to have a higher or more complex specification that costs more, they will have to pay the difference themselves.
- 9.3 The applicant will be required to obtain at least two quotations for the cost of work (although the Authority will do this for applicants if they request us to do so- see section 20.1 below). The provision of stair lifts that fall within the scope of the Nottinghamshire Procurement Framework will however be exempt from this requirement. The grant will be approved on the basis of the cheapest quote unless there are extenuating circumstances. Where the applicant wants to use a contractor that will cost more than the quote that is deemed acceptable by the Authority, the applicant will have to pay the difference direct to the contractor. The Authority will notify the contractor that the client will have to make a contribution and advise them of the value of the contribution.
- 9.4 If a grant applicant has a preferred scheme of works that meets their assessed need to the same degree as the scheme proposed by Authority, for example the provision of a ground floor extension in lieu of a vertical through floor lift installation, the Authority will part fund the preferred scheme to the same degree as the grant eligible works. Any extra over costs associated with the clients preferred scheme, including unforeseen works, architects' fees etc., must be met by the grant applicant. Evidence that sufficient funds are in place must be made available prior to works starting. The Occupational Therapy Service will be consulted to ensure that the applicants preferred scheme meets their assessed need in full.

10.0 MEANS TESTED CONTRIBUTIONS/SUCCESSIVE APPLICATIONS

- 10.1 Applicants for DFG's will be required to complete a test of resources form (means test) to determine whether any contribution is to be paid towards the cost of works. The Authority will undertake such means tests in line with the prevailing statutory provisions in force at the point of application. At present parents of disabled children and young persons are not subject to a test of resources. In the majority of cases a Preliminary Test of Resources will be undertaken prior to the provision of an OT referral to provide the prospective applicant with an early indication of their likely contribution. Such preliminary tests will not be applied in urgent cases or where the OT is aware that the client is in receipt of a passport benefit. The recipient of a passport benefit (a number of means tested mainstream benefits) will automatically be assessed as having a NIL contribution toward any grant award and will receive full grant.

- 10.2 If an applicant has an assessed contribution toward any application any payment of this contribution is generally made to the scheme contractor on completion of the works. In certain circumstances the client may however be asked to pay this contribution in advance, to be held by the Local Authority until satisfactory completion of the works, for example schemes within the Nottinghamshire Procurement Framework agreement for stair lift installations. If the level of contribution is high the Authority may require evidence that the applicants have the resources in place to fund their contribution and that they may wish to seek independent financial advice on how they might raise the necessary funds.
- 10.3 In circumstances where an applicant has a degenerative condition and where it is likely additional adaptations may be required over time it should be noted that there is no restriction on further grant applications at a later date. Any contribution paid by an applicant toward an initial application will be deducted from any future assessed contribution if the second application is made within a prescribed period (10 years for owner occupiers and 5 years for tenants).
- 10.4 This provision means that it may be in the interest of applicants to proceed with a grant application even if their assessed contribution is higher than the likely cost of works, leading to the award of a 'nil grant' approval. In such circumstances the applicant must proceed to complete the subject works to a satisfactory standard. If a second application is submitted within the prescribed period, the cost of the previously completed works will be deducted from any assessed contribution the applicant might have.

11.0 GRANT APPROVAL

- 11.1 The Authority is required to approve or refuse the grant within 6 months of a valid grant application being made. A valid application is deemed to be made when the following documentation is submitted:
- A completed application form;
 - The appropriate certification (see 7.2 above) together with proof of ownership or tenancy;
 - The appropriate evidence of financial resources in order that the Council can undertake the Test of Resources;
 - The appropriate number of quotes.

The Authority is required to consult with and obtain confirmation from the OT Service that the works which are the subject of the application are necessary and appropriate to meet the needs of the disabled occupant.

- 11.2 Officers from the Authority will work with prospective grant applicants to ensure the appropriate documentation is in place to make a valid application.
- 11.3 The Authority will not usually approve an application for grant where the relevant work has already begun. It can approve however if it is satisfied that there were good

reasons for beginning the works before the application was approved. Any grant offer may be reduced to reflect the works undertaken prior to approval.

- 11.4 The Authority will not approve an application for a DFG if the relevant works have been completed.

12.0 COMPLETION OF WORK

- 12.1 The legislation requires the Authority to pay the grant on condition that the work has been carried out to its satisfaction. It also states that it is able to pay the contractor direct where it has advised the grant applicant prior to the grant being approved that this would be the method of payment.
- 12.2 The Authority has resolved through this policy that other than in exceptional circumstances it will always pay the contractor direct and the grant applicant will be notified of this prior to the grant being approved.
- 12.3 The Authority will inspect the works once completed and if in their opinion the work has been done satisfactorily will pay the contractor on behalf of the applicant direct to the value of the grant. Any other payments that the grant applicant is responsible for must be made by the applicant.
- 12.4 If there is a dispute between the grant applicant and the contractor, and the Authority is satisfied that the work has been completed to a satisfactory standard, payment of any outstanding grant money will be made to the contractor. If the Authority is not satisfied with the standard of work it will retain the grant money until such time as any works issues have been resolved at which point it will pay the contractor.

13.0 Cessation of grant entitlement

- 13.1 Where a grant applicant ceases to be entitled to a grant before completion of the works the legislation states that the Authority cannot pay any grant or any further instalments (as the case may be) after that date. If the grant applicant makes an owner's application, he ceases to be entitled to a grant when he ceases to have a qualifying owner's interest or ceases to have the intention specified in the owner's certificate which accompanied the grant application. If the grant applicant makes a tenant's application, he ceases to be entitled to a grant when he ceases to be a qualifying tenant of the dwelling or if the landlord ceases to have the intention specified in the owner's certificate submitted with the application.
- 13.2 The Authority has the right under the legislation to demand any instalment that has already been paid to be repaid forthwith together with interest from the date on which it was paid until repayment. The Authority will consider each case on its own merits in deciding whether to recover any such payments.

14.0 Changes in circumstances

14.1 In some cases there is a change in circumstances after the grant has been approved that affects the payment of grant. These circumstances (which are prescribed in the legislation) are:

- where the works cease to be necessary or appropriate to meet the needs of the disabled occupant;
- the disabled occupant ceases to occupy the dwelling; or
- the disabled occupant dies.

14.2 In such circumstances, the legislation states that the Authority can take such action as appears to be appropriate and may decide:

- that no grant shall be paid or as the case may be, no further instalments shall be paid;
- that the works or some of them should be completed and the grant or an appropriate proportion of it paid; or
- that the application should be redetermined in the light of the new circumstances.

14.3 The Authority has the right under the legislation to demand any instalment that has already been paid to be repaid to the Authority forthwith together with interest from the date on which it was paid until repayment. Each case will be considered on its own merits in deciding whether to recover any such payments.

15.0 Cases in which grant may be recalculated, withheld or repaid

15.1 The Authority is entitled to refuse to pay grant or any further instalment of grant which remains to be repaid or make a reduction in the amount of grant in the following circumstances:

- The Authority ascertains that the amount of grant was approved on the basis of inaccurate or incomplete information and exceeds that which the grant applicant was entitled;
- The Authority ascertain that without their knowledge the eligible works were started before the application was approved;
- The works are not completed within 12 months;
- The cost of works is less than the estimated expense upon which the grant was calculated; and
- The work has been carried out by a contractor who was not one of the contractors who originally quoted for the work.

15.2 Where any of the above situations arise, the Authority can demand repayment by the applicant in whole or part, of the grant or any instalment of the grant paid together with

interest from the date of payment until repayment. Each case will be considered on its own merits in deciding whether to recover any such payments.

16.0 Repayment in case of compensation

16.1 It is a condition of the grant that the applicant takes reasonable steps to pursue any relevant claim and to repay the grant so far as appropriate out of the proceeds of such a claim. A claim is:

- (i) an insurance claim or legal claim against another person in respect of damages to the premises to which the grant relates, or
- (ii) a legal claim for damages in which the cost of the works to premises to which the grant relates is a part of the claim, and a claim is a relevant claim to the extent that the works to make good the damage or the cost of which is claimed are works to which the grant relates.

16.2 In the event of a breach of this condition the applicant shall on demand pay to the Authority the amount of grant so far as relating to any such works together with compound interest from such date as may be determined, calculated at such reasonable rates as the Authority may determine.

16.3 The Authority may determine not to make such a demand or to demand a lesser amount. The assumption is that the amount will be demanded in full however on representations from the applicant, the Authority will consider each case on its own merits.

17.0 General Provisions

17.1 Where work has commenced but grant entitlement has ceased and where the Authority has decided that the works or some of them should be completed and the grant or an appropriate proportion of it paid the Authority will arrange to make good the work so that the property is safe, secure and water-tight.

17.2 This may not include carrying out such work as finishing internal surfaces and plumbing any new facilities (unless these are the only facilities in the property) for example. Any work over and above making the property safe, secure and water-tight would have to be paid for by the applicant or some other appropriate person.

18.0 Deferring Grant Payment

18.1 The Authority has the discretion to defer any payment of an approved grant for a period of up to twelve months from the date of grant approval. Any such decision must be set out within the grant approval notice.

19.0 INSTALLATION OF EQUIPMENT AND MAINTENANCE

19.1 Equipment which can be installed and removed fairly easily with little or no structural modification will not be funded by either a mandatory DFG or discretionary grant. The cost of supplying such equipment will fall to Nottinghamshire County Council.

19.2 Typically the type of equipment that will be covered by a mandatory DFG includes (this is not an exhaustive list):

- Stair lifts
- Ceiling track hoists (excluding slings)
- Through floor lifts
- Rise and fall showering tables that are electrically powered
- Rise and fall baths that are electrically powered
- Wash and dry toilets

19.3 Where the provision of equipment is to be funded by a mandatory DFG it is usually the responsibility of the applicant to take out the necessary insurances and maintenance agreements to ensure the equipment is properly maintained. However, the Authority will include within the grant the cost of a supplier's standard maintenance/service agreement to give cover for up to 5 years. This will exclude hoist installations where cover is arranged by Nottinghamshire County Council.

19.4 If a grant application is made for replacement of defective/obsolete equipment it will not be approved if it can be shown that the equipment can be repaired at a reasonable cost in comparison to renewal. In such cases the costs of the repairs will fall to the householder.

20.0 CONTRACTUAL RELATIONSHIPS

20.1 Following the referral from the Occupational Therapy Service at Nottinghamshire County Council, officers from the Authority will schedule the works that are required. The scheduled works will form the basis upon which contractors quote. As referred to above at paragraph 9.3 the grant applicant will need to obtain appropriate quotations however officers will source such quotes on behalf of the applicant if requested. The Authority reserves the right to recover their costs for this and associated services i.e. scheme design, producing plans and specification, release of interim payments, assistance with the completion of application forms etc.

20.2 Whilst work is being undertaken officers will wherever possible visit the property to ensure that the work is being undertaken as per specification and when the work is completed, the officer will carry out a final inspection to ensure it has been completed satisfactorily (see paragraph 12.3 above).

- 20.3 Grant applicants must be aware however that the Authority is in no way responsible for the work of the contractor and that there are no contractual obligations between the contractor and the Authority. The purpose of the final inspection is simply to confirm that the works have been completed as per the scheme specification and therefore protect the public purse. All contractual relationships with respect to the carrying out of the work are between the grant applicant and the contractor.
- 20.4 If there is a dispute between the grant applicant and the contractor, the Authority will not be able to get involved unless by some act or default the Authority has caused the issue which has led to the dispute.

21.0 COMPLAINTS

- 21.1 Where Applicants are dissatisfied with the service they have received (including where a grant has been refused), they should contact the Service Manager - Public Protection at the main Council address. If the matter is not resolved to Applicants' satisfaction, they can make a formal complaint to the Authority.
- 21.2 If after receiving the Authority's response the complainant is still dissatisfied, they can write to the Local Government Ombudsman.

22.0 POLICY AMENDMENTS

- 22.1 The Director of Neighbourhoods has delegated authority to make minor policy amendments which do not affect the broad thrust of policy direction.

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Cabinet

Tuesday, 8 February 2022

Affordable Housing Supplementary Planning Document

Report of the Director – Development and Economic Growth

Cabinet Portfolio Holder for Business and Growth, Councillor A Edyvean

1. Purpose of report

The purpose of the report is to recommend that the revised draft Affordable Housing Supplementary Planning Document (SPD) is adopted. Once adopted as supplementary guidance, it will inform the Council's decisions when determining planning applications that are required to provide affordable housing contributions.

2. Recommendation

It is RECOMMENDED that Cabinet:

- a) approves the proposed revisions to the draft Affordable Housing Supplementary Planning Document;
- b) approves the adoption of the draft Affordable Housing Supplementary Planning Document; and
- c) delegates authority to the Director – Development and Economic Growth, in consultation with the Cabinet Portfolio Holder for Business and Growth, to make any necessary final minor textual, graphical, and presentational changes required to the SPD prior to publication.

3. Reasons for Recommendation

If adopted, the Affordable Housing SPD will provide guidance on the application of Local Plan Part 1: Core Strategy Policy 8 and pertinent national policy and guidance within the National Planning Policy Framework (NPPF) and Planning Practice Guidance (PPG). Its key role is to ensure that the required affordable housing contributions as set out within the Local Plan are delivered and that they contribute to the creation of sustainable communities as required by national policy.

4. Supporting Information

- 4.1. Part 4 of Policy 8 within the adopted Local Plan Part 1: Core Strategy requires new residential developments of five dwellings or more or 0.2 hectares or more

should provide a proportion of affordable housing¹. The proportion of affordable housing should be sought through negotiation on strategic sites and within each housing submarket is as follows:

Strategic (Policies 20 to 25)	Up to 30%
West Bridgford, Rushcliffe Rural, Radcliffe, Gamston, Ruddington and Compton Acres	30%
'Leake', Keyworth and Bingham	20%
Cotgrave	10%

- 4.2. Part 5 of Policy 8 establishes that the overall proportion and mix of affordable housing will be determined by: evidence of housing need, including where appropriate, housing tenure, property type and size; existing tenure mix in the local area; viability; and the availability of subsidy.
- 4.3. Parts 7 and 8 of Policy 8 address the approach to rural affordable housing. Rural exception sites are permitted within or adjacent to rural settlements, require robust evidence of local need, such as a Housing Needs Survey, and should be available to people that have a connection to the settlement and are in housing need.
- 4.4. The Local Plan therefore establishes the affordable housing contributions that a development should make. When applying this Policy there are other policies in the Plan and a wide number of material considerations that will influence the contributions finally agreed and their delivery. These material considerations include national policy within the NPPF and guidance in the PPG that set out approaches to: viability, which may reduce or alter the affordable homes provided; exceptions site, that deliver affordable housing in locations where open market housing would be refused; homes for agricultural and essential workers; and applying the vacant building credit. A critical objective of this SPD is to provide local context to the application of these national policies and guidance.
- 4.5. In addition, the SPD will establish the Council's position regarding financial contributions in lieu of homes being built onsite, consideration of the design and layout that avoid the concentration of homes in particular areas and their separation from occupants of open market homes.
- 4.6. As the delivery of affordable housing is ensured through the use of legal agreements (Section 106 legal agreements), the SPD outlines the obligations that should be agreed, including the affordable housing types and tenures, occupancy and resale restrictions, the completion of an Affordable Housing Scheme prior to development commencing, and the delivery timescales for the affordable homes.

¹ The Borough Council, however, now only seeks affordable housing contributions on sites of 10 dwellings or more or 0.5 hectares or more. This is due to changes in national guidance since the adoption of the Core Strategy in 2014.

- 4.7. A first draft of the SPD was previously presented to the Local Development Framework Group on 17 March 2021, prior to public consultation in accordance with Regulation 12 of the Town and Country Planning Regulations 2012, between 6 August 2021 and 17 September 2021.
- 4.8. The Council received 67 representations from 11 individuals or groups. A summary of these representations and the proposed Council response, including proposed changes where considered appropriate, is included in Appendix 1. Comments submitted addressed a wide range of issues, including: the possible discounts to Discount Market Sales housing; the implications of First Homes (which will be sold at a 30% discount); placing local occupancy restrictions upon affordable homes delivered through S106 legal agreements; the provision of bungalows and their locations; and the spending of commuted sums within areas where the money is generated. All representations received have to be considered against the provisions of national and local planning policy, together with other relevant planning considerations.
- 4.9. The main changes proposed to the draft SPD include:
- Additional explanatory text on Shared Ownership affordable housing;
 - Updating the discounts required for Discount Market Sales housing, using more recent house price data and a salary multiplier of 4 x salary to determine affordability;
 - Further details on First Homes and the approach taken by the Council to their delivery;
 - Additional text on 'pepper potting' to address the distribution of groups of affordable housing within small/medium sites and those above 200 units; and
 - Inclusion of text on Entry-Level Exception Sites, which, according to the NPPF can deliver homes for first time buyers on the edge of villages that are not within the Green Belt.
- 4.10. Following consultation and revision, the draft SPD was presented to the Local Development Group again on 16 December 2021, where, subject to some minor additional amendments, the revisions to the document were supported and it was recommended to Cabinet that the draft SPD is adopted. These additional amendments included: greater emphasis that commuted sums (in lieu of on-site delivery) will only be accepted in exceptional circumstances; recognition that, as of 31 December 2021, First Homes can comprise an element of the affordable housing mix; and emphasis that all affordable housing should be positioned as close as possible to public transport, consistent with the requirement to 'pepper-pot'.
- 4.11. The proposed changes to the SPD are illustrated in Appendix 2. It is proposed that text that is struck through will be deleted from the SPD, whilst text that is underlined will be added to the SPD.

5. Alternative options considered and reasons for rejection

If Cabinet decides not to adopt the draft SPD, Rushcliffe will continue to risk inconsistent interpretation of local and national planning policies and guidance. This inconsistency results from the wide range of considerations that inform discussions on affordable housing contributions, from pre-application advice to on-site delivery and occupation.

6. Risks and Uncertainties

The Greater Nottingham Strategic Plan is being prepared, which will replace the Rushcliffe Core Strategy and Policy 8, using the outcomes of a recently published Housing Needs Assessment. There have also been recent changes to the definition of affordable housing in national policy. Changes to local plan policy requirements and national policy would need consideration when determining compliance with the SPD and would need reflecting in an updated SPD. The SPD does however recognise that whilst the overall quantum and/or mix of housing tenure and type may change as a consequence of the emerging Strategic Plan, the range of material considerations, and Borough-wide priorities and principles are unlikely to change.

7. Implications

7.1. Financial Implications

There are no direct financial implications for the Council arising from this report other than the officer time in preparing the relevant documents and costs associated with any consultation process, which should not be significant. Adoption of the SPD will assist the Council to collect commuted sums, where affordable homes cannot be delivered on-site. These funds can be used to subsidise the delivery of affordable homes elsewhere within the Borough.

7.2. Legal Implications

The SPD supplements policy and ensures more robust decision making through the provision of greater detail and advice on existing policies as set out in the Local Plan. The SPD also supports the provision of clear guidance to applicants at pre-application stage which in turn supports transparent and open decision making.

7.3. Equalities Implications

The SPD assists the interpretation and application of those policies within the Rushcliffe Local Plan that have implications for the delivery of affordable homes. The Local Plan has already been subject to Equalities Impact Assessments and means that the policy basis underpinning the SPD has already been assessed from an equality perspective.

7.4. Section 17 of the Crime and Disorder Act 1998 Implications

There are no direct crime and disorder implications arising from matters covered in this report.

8. Link to Corporate Priorities

Quality of Life	The SPD will assist the Council to negotiate optimal outcomes for affordable housing (quality and quantity) to meet the needs of Rushcliffe residents.
Efficient Services	The SPD will assist the Council in providing sound planning advice to stakeholders on affordable housing requirements, reducing the time taken negotiating contributions and reducing inconsistencies in advice and decisions.
Sustainable Growth	If adopted, the SPD will assist the delivery of sustainable communities, which comprise housing for different people within the same development.
The Environment	The SPD requires affordable housing is of equal quality to the open market housing.

9. Recommendation

It is RECOMMENDED that Cabinet:

- a) approves the proposed revisions to the draft Affordable Housing Supplementary Planning Document;
- b) approves the adoption of the draft Affordable Housing Supplementary Planning Document; and
- c) delegates authority to the Director – Development and Economic Growth, in consultation with the Cabinet Portfolio Holder for Business and Growth, to make any necessary final minor textual, graphical, and presentational changes required to the SPD prior to publication.

For more information contact:	Richard Mapletoft Planning Policy Manager 0115 914 8457 rmapletoft@rushcliffe.gov.uk
Background papers available for inspection:	Local Plan Part 1: Core Strategy https://www.rushcliffe.gov.uk/media/1rushcliffe/media/documents/pdf/planningandbuilding/planningpolicy/corestrategyexamination/9%20Local%20Plan%20Part%201%20Rushcliffe%20Core%20Strategy.pdf
List of appendices:	Appendix 1: Draft Affordable Housing Supplementary Planning Document – Summary of Consultation Responses

	<p>Appendix 2: Draft Affordable Housing Supplementary Planning Document</p> <p>Appendix 3: Draft Affordable Housing Supplementary Planning Document – Sustainability Appraisal Screening Report</p>
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**Appendix 1: Draft Affordable Housing Supplementary
Planning Document – Summary of
Consultation Responses**

Draft Affordable Housing Supplementary Planning Document – Summary of Consultation Responses

Mod Ref	Consultee	Page / Paragraph	Comment	Response
1	AMK Planning (Adrian Kerrison)	2.13 to 2.17	<ul style="list-style-type: none"> Reconsider Discount Market Sales in respect of the appropriate discount. Should use a salary multiplier of 4.5 – 5 x salary for lower quartile (LQ) and median earners. 	<ul style="list-style-type: none"> 4 x salary multiplier will be used instead of 3 to determine discounts. 4 x salary was used within the Housing Needs Assessment to determine affordability. House prices have also been updated with the latest Land Registry data for 2021. Combined these have reduced the discounts required overall, resulting in only those on lower quartile earnings requiring a discount greater than 20% in order to purchase a lower quartile property.
2	AMK Planning (Adrian Kerrison)	2.13 to 2.17	<ul style="list-style-type: none"> It is unrealistic for LQ single earners to expect to own 2 bedroom houses as an entry point on the housing ladder – it is much more likely that LQ single earners would be seeking apartment accommodation which would be at much lower Open Market Values than the £199,000 - £275,000 range on which the study is based. 	<ul style="list-style-type: none"> This is built into the Supplementary Planning Document (SPD) which examines the likely discounts required to meet the needs of lower quartile or medium earners. As set out in the SPD, apartments of £170,000 or less would not require a greater discount than 20% for couples on lower quartile earnings. The discount will be established according to the property's value and its affordability to those on lower quartile earnings. Depending on their market value, properties less than £170,000 may not therefore require a discount greater than 20%. Text has been added to paragraph 2.25 to highlight that properties less than £170K may not require a discount greater than 20% to be affordable.

Mod Ref	Consultee	Page / Paragraph	Comment	Response
3	AMK Planning (Adrian Kerrison)	2.13 to 2.17	<ul style="list-style-type: none"> Different types of affordable housing should have different discounts to ensure choice. Requiring higher discounts may affect viability and the delivery of other affordable units. 	<ul style="list-style-type: none"> The SPD does allow for different discounts to be applied in order to meet those on both lower quartile and medium earnings. It sets out the range of discounts required depending on the market price of the property.
4	Davidsons Developments (Marrons Planning)	General	<ul style="list-style-type: none"> In accordance with the Local Plan Regulations 2012 SPD must not contain policies. 	<ul style="list-style-type: none"> The SPD does not include policies. It assists the delivery of Policy 8 within the Core Strategy. This establishes the proportion of affordable housing required, seeks a mix of house types and sets out the tenure required (within its supporting text). Specifically, Discount Market Sales (DMS) housing text complies with National Planning Policy Framework (NPPF) and ability to set discount according to earnings and local house prices. It does not establish specific discounts, but does indicate that properties may require a discount greater than 20% in order to meet the needs of those on lower quartile earnings who are excluded from the housing market.
5	Davidsons Developments (Marrons Planning)	2.10 to 2.19	<ul style="list-style-type: none"> 'Light touch evidence' justify conclusion that discounts will vary between 30% and 50%. 	<ul style="list-style-type: none"> Disagree – the evidence and approach to establishing likely discounts mirrors the HNA that has determined affordability of housing for lower quartile earners within the Borough. Land Registry house price data and Office of National Statistics' Annual Survey of Hours and Earnings (ASHE) data are regularly used within affordability assessments.
6	Davidsons	2.17	<ul style="list-style-type: none"> Confuses DMS and shared 	<ul style="list-style-type: none"> SPD does not confuse Shared Ownership (SO) and

Mod Ref	Consultee	Page / Paragraph	Comment	Response
	Developments (Marrons Planning)		<p>ownership as the same product.</p> <ul style="list-style-type: none"> • Approach appears to meet the affordable housing needs of the whole housing market in Rushcliffe through the Discounted Market Sale home product alone. 	<p>DMS although both are considered 'intermediate'. SPD makes clear that intermediate is no longer included in NPPF.</p> <ul style="list-style-type: none"> • SPD makes clear that DMS is not the preferred approach for meeting needs of those who wish to buy. • However additional sub section has been added, explaining shared ownership products.
7	Davidsons Developments (Marrons Planning)	2.19	<ul style="list-style-type: none"> • There is no reference to any viability assessment when considering an appropriate discount. 	<ul style="list-style-type: none"> • SPD amended and now includes reference to viability.
8	Davidsons Developments (Marrons Planning)	2.10 to 2.19	<ul style="list-style-type: none"> • As set out in NPPF (regarding First Homes) level of discount should be established through the plan-making process and supported by evidence. 	<ul style="list-style-type: none"> • SPD does not set a specific discount, it does however require that DMS meet the needs of those on lower quartile incomes. Depending on the property this <u>may</u> vary between 20% and 40%. NPPF does not require the discount to be established through the Local Plan Review.
9	Davidsons Developments (Marrons Planning)	4.3	<ul style="list-style-type: none"> • Objects to 40% and 60% occupation and completion. Not viability assessed and may not be possible due site layout, phasing and finance issues. 	<ul style="list-style-type: none"> • Additional paragraph has been added in Chapter 4 which explains that in some circumstances delivery timescales can be amended.
10	Davidsons Developments (Marrons Planning)	4.16 to 4.18	<ul style="list-style-type: none"> • At the point of re-appraisal the development will have been built out and sold off and the developer will no 	<ul style="list-style-type: none"> • Clawbacks have been included within previous S106 (Clifton and Bingham) and these have successfully resulted in additional contributions being payed. They have and are incorporated within

Mod Ref	Consultee	Page / Paragraph	Comment	Response
			<p>longer have an interest in the land.</p> <ul style="list-style-type: none"> It is not reasonable to expect a house builder who has paid market value for a site to take a financial hit on profits at the end of the build process, when the true uplift in land value has been realised by the landowner. They are not caught by clawback. 	<p>S106s elsewhere.</p> <ul style="list-style-type: none"> The clawback is not applied to individual home owners. It indicates that larger sites that may take several years to develop are likely to require clawbacks. In these circumstances an outline is granted (with a reduced contribution), these then take a number of years before reserved matters are granted, and development commences. At these stages re-appraisals may take place, as recently happened during the delivery of the Bingham strategic allocation.
11	Davidsons Developments (Marrons Planning)	2.48	<ul style="list-style-type: none"> In accordance with the para 72 of the NPPF, the SPD should be amended to make clear that entry-level exceptions sites are appropriate and that discount market sale products can be incorporated. 	<ul style="list-style-type: none"> Additional sub-section has been included on entry-level exception sites.
12	East Leake Parish Council	General	<ul style="list-style-type: none"> Require a minimum level of accessible housing. Bungalows are in particular demand in East Leake (EL). 	<ul style="list-style-type: none"> The Strategic Housing Market Assessment (SHMA) model used to determine house type and tenures includes the provision of bungalows. Provision of properties with higher accessibility standards is set out in Local Plan Part 2. The Local Plan Review will establish new requirements.

Mod Ref	Consultee	Page / Paragraph	Comment	Response
13	East Leake Parish Council	General	<ul style="list-style-type: none"> Local affordable housing close to public transport – avoid locating them ‘out of sight’ at the back. 	<ul style="list-style-type: none"> Advice provided to applicants already covers this (bungalows being located close to public transport). This has been included within SPD. However pepper potting does result in some plots being located in less accessible locations.
14	East Leake Parish Council	General	<ul style="list-style-type: none"> Prioritise affordable housing in EL to current residents and those with a link to EL. Needs of Nottingham should not be met in EL. EL should be a eligible or rural exception sites. 	<ul style="list-style-type: none"> Exception sites can only be restricted to local residents. EL cannot be an exception site. The Local Plan permits, in principle, residential development within the built up area of the village. Borough wide need is met across Rushcliffe through S106 contributions.
15	East Leake Parish Council	General	<ul style="list-style-type: none"> Proportion of affordable housing should be increased to reflect the scale of development that has occurred. Data supporting the 20% is over a decade old. Can a NP differ from the SPD? 	<ul style="list-style-type: none"> The proportion of affordable housing is set out in the Local Plan and changes can only be made through LP Review. Local Plan Policy 8 is a strategic policy. NP and SPD must comply with the Local Plan strategic policy.
16	East Leake Parish Council	2.10 to 2.19	<ul style="list-style-type: none"> Welcome further investigation of the respective practicalities and benefits of DMS prior to a decision being made that SO is preferred. 	<ul style="list-style-type: none"> As set out in the SPD, the reason SO is preferred is the likely discount required within DMH to meet the needs of lower quartile earners. SPD has been amended, allowing DMS provided this discount meets the needs of those on lower quartile earnings. The need to prove that shared ownership are not wanted by an RP has been removed.

Mod Ref	Consultee	Page / Paragraph	Comment	Response
17	East Leake Parish Council	General	<ul style="list-style-type: none"> Shared ownership could be subject to a management fee. We believe there should be transparency regarding who is paying for what, with prospective residents being informed of likely future fees and mechanisms for controlling the costs. 	<ul style="list-style-type: none"> Additional text has been included highlighting the possibility of additional charges.
18	East Leake Parish Council	3.5	<ul style="list-style-type: none"> Ringfenced funds should be proactively spent, ideally within the area from which the funds are generated. Regular (annual) reporting of funds and spending. 	<ul style="list-style-type: none"> Contributions are provided instead of on-site affordable housing, which is required to meet Borough wide need. These contributions cannot be ring fenced as they are also required to meet borough wide need. Reports on capital spending, including funds from commuted sum payments have been written for Cabinet. The Council's Medium Term Financial Strategy (5 Years) is approved by Full Council and includes information on commuted sums and its spending.
19	Historic England	General	<ul style="list-style-type: none"> No comment 	
20	Natural England	General	<ul style="list-style-type: none"> No comment 	
21	Normanton on Soar	General	<ul style="list-style-type: none"> AH should be located nearer to public transport, not at the back of developments. 	<ul style="list-style-type: none"> See response to East Leake Parish Council. Additional text has been included addressing proximity to public transport.

Mod Ref	Consultee	Page / Paragraph	Comment	Response
22	Radcliffe on Trent Parish Council	General	<ul style="list-style-type: none"> Priority must be given to people who already live in the village. 	<ul style="list-style-type: none"> See response to East Leake Parish Council.
23	Radcliffe on Trent Parish Council	General	<ul style="list-style-type: none"> Lack of affordable smaller properties for older residents who want to downsize. This has created a bottle neck. 	<ul style="list-style-type: none"> The SHMA model is used to determine individual house types and their tenures and includes the provision of smaller properties and bungalows. Policy 8 requires a mix of properties within schemes overall.
24	Radcliffe on Trent Parish Council	General	<ul style="list-style-type: none"> Support the provision of 30% AH, compared to 10% in Cotgrave. 	<ul style="list-style-type: none"> Noted
25	Radcliffe on Trent Parish Council	2.10 to 2.15	<ul style="list-style-type: none"> House prices are now out of date, given recent increases. Situation is worst. 	<ul style="list-style-type: none"> House prices have been updated using the latest Land Registry price paid data for 2021.
26	Ruddington Parish Council	General	<ul style="list-style-type: none"> Supportive of the draft SPD. 	<ul style="list-style-type: none"> Noted
27	Cllr Thomas	General	<ul style="list-style-type: none"> Draft SPD should have been brought to Growth and Development Scrutiny Group or LFD Group. 	<ul style="list-style-type: none"> SPD was taken to LDF Group prior to consultation.
28	Cllr Thomas	1.13 – 1.17	<ul style="list-style-type: none"> 20% AH requirement for EL is 9 years old. EL has changed dramatically during the plan period. SPD should revisit this. 	<ul style="list-style-type: none"> Revised affordable housing contributions will be established through LP Review.

Mod Ref	Consultee	Page / Paragraph	Comment	Response
29	Cllr Thomas	1.20	<ul style="list-style-type: none"> Ward members and parish councils should also be involved at pre-app as they have knowledge of current situation locally and any specific needs. 	<ul style="list-style-type: none"> Pre-application is confidential. A developer can however undertake pre-app discussions with local communities in accordance with the Statement of Community Involvement.
30	Cllr Thomas	2.17	<ul style="list-style-type: none"> Council could/should step in and act as the RP. 	<ul style="list-style-type: none"> This is outside the scope of the SPD.
31	Cllr Thomas	2.23	<ul style="list-style-type: none"> Can NPs include policy on First Homes that differs from the Local Plan? Can Neighbourhood Plans (NP) also include a policy on tenure mix that differs in other respects? 	<ul style="list-style-type: none"> Provided NP does not conflict with a strategic policy it can differ from the Local Plan. Currently the LP has no policy on First Homes, therefore the NP could include a policy on this tenure. Would require evidence to support discount and other criteria (if different from national policy).
32	Cllr Thomas	2.31	<ul style="list-style-type: none"> Support pepper potting, however affordable housing should be located closer to public transport. 	<ul style="list-style-type: none"> See response to East Leake Parish Council. Additional text included.
33	Cllr Thomas	2.36/2.37	<ul style="list-style-type: none"> Priority should be given at a more local level than Rushcliffe-wide. 	<ul style="list-style-type: none"> See response to East Leake Parish Council. Priority cannot be given to local residents, unless development is on an exception site.
34	Cllr Thomas	3.5	<ul style="list-style-type: none"> Council should be proactive, rather than just monitoring ring fenced funds. Who is responsible for spending this money as 	<ul style="list-style-type: none"> The Council is currently examining opportunities to spend contributions. Strategic Housing are responsible for identifying opportunities to spend contributions. Reports on capital spending, including funds from

Mod Ref	Consultee	Page / Paragraph	Comment	Response
			<p>soon as possible?</p> <ul style="list-style-type: none"> • Annual reporting is required. • Funds should be spent in the area they are generated. 	<p>commuted sum payments have been written for Cabinet. The Council's Medium Term Financial Strategy (5 Years) is approved by Full Council and includes information on commuted sums and its spending.</p> <ul style="list-style-type: none"> • Contributions are provided instead of on-site affordable housing, which is required to meet Borough wide need. These contributions cannot be ring fenced as they are also required to meet borough wide need.
35	Cllr Thomas	3.4	<ul style="list-style-type: none"> • Explicitly include the possibility of the council itself building and making available homes 	<ul style="list-style-type: none"> • This is not within the remit of the SPD.
36	Cllr Thomas	4.8	<ul style="list-style-type: none"> • The mix should not be agreed by the council before approval of the application, i.e. without the benefit of consultation with the local community. Suggest rewording, e.g. <i>"... or, if approval has not yet been granted, an indicative mix that is agreed in writing by the Council subject to approval in the planning application with further negotiation of changes if necessary."</i> 	<ul style="list-style-type: none"> • Mix is not agreed before approval. Strategic Housing advise Planning Growth whether the mix is policy compliant, or if there is a valid justification to diverge. This advice is considered alongside responses from statutory consultees including the PC and members of the public.

Mod Ref	Consultee	Page / Paragraph	Comment	Response
37	Cllr Thomas	4.16	<ul style="list-style-type: none"> Support the clawback mechanism. 	<ul style="list-style-type: none"> Noted
38	Cllr Thomas	General	<ul style="list-style-type: none"> SPD should address management fees for open spaces and other public facilities. These can be significant. S106 should establish who pays the charges, how much and mechanism for controlling the future cost. 	<ul style="list-style-type: none"> Text regarding management fees is included within sub-section on shared ownership.
39	Cllr Thomas	General	<ul style="list-style-type: none"> Provide (within the affordable allocation) more accessible homes (bungalows etc.) along with homes that meet the relevant standards to ensure that they can be adapted to serve as lifetime homes 	<ul style="list-style-type: none"> See response to East Leake Parish Council.
40	Cllr R Walker	General	<ul style="list-style-type: none"> I understand correctly, the Strategic Housing Market Assessment (2012) underpins the provided ratios for tenure types (42% intermediate; 39% affordable rent; 19% social rent). An updated 	<ul style="list-style-type: none"> The ratios are set by the local plan and would need to be changed through an updated local plan, rather than through the SPD. While they are somewhat dated, the ratios are what we are currently working with and this is what the SPD has to refer to. It is envisaged that the Greater Nottingham Plan will be adopted late 2023/early 2024, at which point the SPD will be reviewed to take account of any changes to the

Mod Ref	Consultee	Page / Paragraph	Comment	Response
			assessment has been published but not adopted through the plan process. Whilst recognising the need for this process to take its course, to what extent has the landscape changed since 2012 (new Housing Needs Assessment) and has any change been large enough to question whether the SPD should be produced with this old data?	tenure mix.
41	Cllr R Walker	2.10 to 2.24	<ul style="list-style-type: none"> Should the calculations for LQ and median single earners be done on 1 (and maybe 2) bedroom properties rather than on the total? 	<ul style="list-style-type: none"> The LQ and median sale prices will generally relate to smaller properties. The data RBC uses applies to all dwellings and is not split by bedroom size. Table 3 assesses affordability of single earners (LQ and median) against three property values, including LQ price, which will include smaller properties (1 and 2 bed).
42	Cllr R Walker	2.68	<ul style="list-style-type: none"> Is there an agreed ratio for calculating developer profit? 	<ul style="list-style-type: none"> It is generally accepted as 18-20%.
43	Cllr R Walker	General	<ul style="list-style-type: none"> Residents regularly state a desire for more housing options on a hyper-local level. What analysis is done/available/possible to identify need on a Parish 	<ul style="list-style-type: none"> The main evidence for need at present is the Borough-wide housing needs assessment, but supplemented with more localised intelligence where available. To undertake more fine grained and localised assessment could potentially be a sizeable additional undertaking. It would need to be a

Mod Ref	Consultee	Page / Paragraph	Comment	Response
			level when individual planning applications are received/discussed? How could the SPD include opportunities to ensure that where there is an under-supply of a particular housing type/size/tenure in a particular location - this can be addressed through the development?	<p>corporate decision whether such evidence should be prepared, taking into account the resource and cost implications of the work. Such further evidence preparation would be undertaken separately to and outside the direct remit of the SPD.</p> <p>Neighbourhood Plans offer opportunities for parish needs to be identified, provided they do not conflict with strategic policies in the Local Plan, as do Housing Need Surveys, where these have been undertaken to inform Exceptions Sites.</p>
44	Savills (David Bainbridge)	General	<ul style="list-style-type: none"> Refer to NPPF 2021 and NPPG (including on First Homes Housing Needs of Different Groups). 	<ul style="list-style-type: none"> Agreed - text refers to updated NPPF (2021)
45	Savills (David Bainbridge)	General	<ul style="list-style-type: none"> Cannot see the affordable housing model outputs and would ask for a further explanation as to the model and implications for planning for housing development going forward. 	<ul style="list-style-type: none"> The model uses a number of data inputs and calculations (within an excel spreadsheet) to determine the mix of house types, these inputs have been identified within the SHMA (which was last updated in 2012). It is not thought necessary or practical to include the complex calculations that underpin the model. As the model identifies a need for a broad range of property types from flats/maisonettes to 4 bed houses, it cannot be used for small developments that require only a limited number of affordable homes. In these circumstances the type of affordable unit is identified according to the site, its location, and the developments layout and design.

Mod Ref	Consultee	Page / Paragraph	Comment	Response
46	Savills (David Bainbridge)	2.33	<ul style="list-style-type: none"> Do not support a rigid application of 'policy compliant' amount of affordable housing on each phase of development. 	<ul style="list-style-type: none"> Additional text states that deferral of affordable housing may be permitted where this facilitates a better distribution of affordable housing within the scheme.
47	Savills (David Bainbridge)	2.16	<ul style="list-style-type: none"> Agree with the Council's preference for intermediate tenure (paragraph 2.16), being shared ownership that can be sold from 25% to 75% discount. This will have to take into account First Homes. 	<ul style="list-style-type: none"> Agreed text on First Homes has been amended, highlighting the reduction in the proportion of other intermediate and affordable rent tenures. A breakdown of tenures where First Homes are included is set out within the First Homes section.
48	Savills (David Bainbridge)	2.20 – 2.24	<ul style="list-style-type: none"> This does not embrace First Homes and a fuller explanation for implementation of the policy is required. The First Homes scheme offers another route to home ownership and security of tenure to those who may otherwise be renting 	<ul style="list-style-type: none"> Sub-section on First Homes has been amended, with more information regarding their delivery. Including the mix of tenures, when First Homes are provided.
49	Savills (David Bainbridge)	2.28	<ul style="list-style-type: none"> Appearance and layout between market and affordable housing is not likely to be entirely indistinguishable. Affordable 	<ul style="list-style-type: none"> SPD has been amended, recognising that garages may not be provided for affordable homes.

Mod Ref	Consultee	Page / Paragraph	Comment	Response
			homes tend not to include garages and parking arrangements may differ to market homes.	
50	Savills (David Bainbridge)	2.31	<ul style="list-style-type: none"> Not exceeding 10 affordable dwellings is not appropriate or proportional for larger housing development. Reconsider and include worked examples. Allocated strategic-scale sites in Rushcliffe Borough could be affected by this. 	<ul style="list-style-type: none"> Agreed – SPD includes an additional criterion for developments of 200+. This encourages groups of between 10 and 20 units.
51	Savills (David Bainbridge)	General	<ul style="list-style-type: none"> It is not always possible to undertake viability appraisal or specify a policy-compliant position ahead of submission of a planning application. Important details such as phasing, quantum, costs e.g. s.106 planning obligations, might not be apparent until planning application consultation responses are available for consideration. 	<ul style="list-style-type: none"> A viability appraisal will only be required where a non-policy compliant scheme is proposed and viability is claimed as the constraint. If, following consultation and negotiation, viability becomes an issue a viability appraisal will be required. Any changes in viability would be re-assessed (positive or negative) as the proposal is assessed and feedback received from consultees.
52	Savills (David Bainbridge)	2.65	<ul style="list-style-type: none"> Assessment of a viability appraisal seems quite 	<ul style="list-style-type: none"> An independent assessment of viability is required in order for the LPA to be satisfied that viability is an issue. This requires external expertise. The Council

Mod Ref	Consultee	Page / Paragraph	Comment	Response
			involved when it comes to seeking advice and so we would ask for consideration of a more straight-forward process.	should not be required to pay for this. However the applicant is allowed to choose which assessor is used.
53	Savills (David Bainbridge)	2.65	<ul style="list-style-type: none"> The National Planning Practice Guidance (NPPG) on viability sets out key principles in understanding viability in plan-making and decision taking. It would be useful for the Draft SPD state that this has been followed, in addition to the footnote 11 reference. 	<ul style="list-style-type: none"> SPD refers to the NPPG at numerous points within the viability appraisal section of the SPD. Paragraph 2.74 has been amended to make clear that the appraisals should reflect both the NPPG and SPD, which both promote the residual land and benchmark value approach.
54	Savills (David Bainbridge)	4.1	<ul style="list-style-type: none"> Why is securing affordable housing by condition not preferred? 	<ul style="list-style-type: none"> Securing affordable housing by condition provides less certainty than those secured through S106. RBC has consistently used S106 to secure affordable housing.
55	Savills (David Bainbridge)	General	<ul style="list-style-type: none"> The 'mortgagee in possession' matter should be dealt with so that plot purchasers can be released from obligations. 	<ul style="list-style-type: none"> Agreed - Inclusion of mortgagee in possession (MiP) clause is included in paragraph 4.2.
56	William Davis Homes	General	<ul style="list-style-type: none"> Update references to NPPF (2021) 	<ul style="list-style-type: none"> Agreed – References to NPPF has been updated.
57	William Davis	1.18	<ul style="list-style-type: none"> SPDs should build on and 	<ul style="list-style-type: none"> See response to Davidsons – SPD does not

Mod Ref	Consultee	Page / Paragraph	Comment	Response
	Homes		provide guidance on policies. Any change in policy would trigger a review/update the SPD.	establish policy.
58	William Davis Homes	DMS	<ul style="list-style-type: none"> Where has the 3 – 3.5 salary multiplier been derived from? Clarity. 	<ul style="list-style-type: none"> See response to AMK Planning. Multiplier has been increased to 4 x salary. This was used to determine affordability in the recent HMA.
59	William Davis Homes	2.16	<ul style="list-style-type: none"> Should not favour shared ownership, as there are unaffordability associated with dual rents and mortgages, hidden costs associated with ground rents and service charges, increased risks or negative equity over standard ownership and the difficulty selling to staircase up. William Davis Homes favour DMS, which can be means tested in order to structure a suitable, viable and sustainable reduction in sales price against market rates. 	<ul style="list-style-type: none"> SPD has been amended. Whilst Shared Ownership is preferred, it does not preclude Discount Market Sales housing. Additional text has been included on shared ownership. Additional text on First Homes highlights the ability to provide a range of discounts depending on house prices and earnings (see response to AMK and Davidsons above).
60	William Davis Homes	2.23	<ul style="list-style-type: none"> First Homes can come forward outside a LP Review. Govt states there is 	<ul style="list-style-type: none"> The SPD recognises that First Homes can come forward outside the LP Review, in accordance with national policy and the Ministerial Statement.

Mod Ref	Consultee	Page / Paragraph	Comment	Response
			to be flexibility in the decision making process. Although SPD cannot apply new policy, it can request First Homes as part of a mix.	
61	William Davis Homes	2.31	<ul style="list-style-type: none"> Limiting affordable housing to clusters of 10 is inflexible. Larger groups may be required for reasons of urban design, amenity and sustainability. RPs prefer larger groupings for ease of management. Should be determined on a case by case basis. 	<ul style="list-style-type: none"> See response to Savills – Additional text allows a larger group of 10 to 20 affordable homes within development of 200+.
62	William Davis Homes	2.33	<ul style="list-style-type: none"> Reword to provide flexibility of affordable housing delivery within each phase. There may be occasions where an increase of decrease in affordable housing in each phase is required. For example where affordable housing are located best located close to amenities, bus stops etc. 	<ul style="list-style-type: none"> See response to Savills – additional text allows the deferral of affordable homes to a later phase where this facilitates a better distribution of affordable homes within the development overall.

Mod Ref	Consultee	Page / Paragraph	Comment	Response
63	William Davis Homes	2.35	<ul style="list-style-type: none"> For clarity and to remove ambiguity the sentence should be re-worded “The Section 106 Agreement will require that, prior to development of <i>that phase</i> commencing...” 	<ul style="list-style-type: none"> Paragraph 2.43 has been amended to reflect the correct approach of including details of the location, type and tenure of each AH within the application and the submission of an affordable housing scheme prior to development commencing.
64	William Davis Homes	2.38 and 2.39	<ul style="list-style-type: none"> Welcomes the support for essential worker provision. It is suggested the SPD could look to further support the position a defined tenure spilt that supersedes the preferred “intermediate” set out in para 2.16. 	<ul style="list-style-type: none"> Additional text highlights that tenures will depend on the essential local worker, whose needs are not being met and affordability. It does not favour one preferred tenure.
65	William Davis Homes	2.70	<ul style="list-style-type: none"> Suggests the landowner premium for non-agricultural use in 10%. This figure is far too specific for such an ambiguous use; as non-agricultural would encompass uses from retail parks, disused residential property to heavily contaminated land. Therefore, it is impossible to apply of a rigid premium against a varied risk profile of sites. 	<ul style="list-style-type: none"> Agreed, this has been removed.

Mod Ref	Consultee	Page / Paragraph	Comment	Response
66	William Davis Homes	3.4	<ul style="list-style-type: none"> • S106 monies accrued cannot be kept in perpetuity and must be repaid and subject to indexation if not appropriately directed within a set timeframe. It is requested this is clarified by reference within the emerging SPD. 	<ul style="list-style-type: none"> • Para 3.4 has been amended. It states that <i>“It is expected that any commuted sum will be subject to repayment provisions and these will be set out within the Section 106 Agreement.”</i>
67	William Davis Homes	4.2	<ul style="list-style-type: none"> • Wording should be amended to state obligations “may” be included, as they will not be applicable to all submissions. For example, the location of Affordable Housing cannot be provided with outline applications as this is a reserved matter. Additionally, greater clarity is required in reference to “requirements to replace the affordable dwellings and for subsidy recycling” as this is too ambiguous to be included in its current format. 	<ul style="list-style-type: none"> • Agreed – text has been amended.
68	William Davis Homes	4.3	<ul style="list-style-type: none"> • Triggers of 60% of open market is too soon/low and 	<ul style="list-style-type: none"> • Additional paragraph outlines that there may be circumstances where commencement at 40% and

Mod Ref	Consultee	Page / Paragraph	Comment	Response
			not evidence based. Council's accepted standard is 70%.	completion at 60% cannot physically be achieved.
69	William Davis Homes	4.12 and 4.13	<ul style="list-style-type: none"> • Template AHS is too prescriptive for all applications. Especially large outline applications which cannot include plot numbers, house types or tenure at submission stage. Over complication of outline and contrary to para 60 of the NPPF. 	<ul style="list-style-type: none"> • AHSs are not required at outline, rather the S106 requires the submission of the AHS after full permission is achieved and prior to development commencing. SPD has been amended to make this clear.
70	William David Homes	4.13	<ul style="list-style-type: none"> • Bullet point 4, requests details of sales price of market dwellings are offered at the S106 stage. This cannot be provided as property prices fluctuate as a development is built out. 	<ul style="list-style-type: none"> • See above. AHS are submitted prior to construction. Whist prices will still fluctuate, in order to determine whether discount is appropriate, the sale price must be provided.
71	William Davis Homes	4.16	<ul style="list-style-type: none"> • Clawback should be reworded "Review Mechanism". Clarify the size of scheme that this review applies to (i.e., an application excess of ... dwellings) over how long a period the review will be 	<ul style="list-style-type: none"> • Agreed, rename review (clawback) mechanism. It will only apply to permitted schemes that do not include a policy compliant contribution due to viability. This is made clear in the SPD.

Mod Ref	Consultee	Page / Paragraph	Comment	Response
			applicable.	

**Appendix 2: Draft Affordable Housing Supplementary
Planning Document**



Rushcliffe Borough Council

Draft Affordable Housing Supplementary Planning Document

Date TBC

Content

1. Introduction

What is a Supplementary Planning Document?	X
What is the Purpose of this SPD?	X
National Policy Context	X
Local Policy Context	X
Local Plan Reviews	X
When Does this Guidance Apply?	X
Early Engagement	X

2. Affordable Housing: Onsite Provision

Encouraging the Efficient Use of Sites	X
Types of Residential Development	X
Affordable Tenure Types	X
Shared Ownership	X
Discount Market Sales Housing	X
First Homes	X
Mix of Dwelling Sizes and Tenures	X
Design and Layout	X
Phased Developments	X
Occupancy Restrictions and Local Connections Criteria	X
Essential local workers	X
Agricultural, Forestry and Other Workers Requiring Rural Accommodation	X
Exception Sites	X
Vacant Building Credit	X
Self and Custom Build Proposals	X
Viability Appraisal	X

3. Financial Contributions

Acceptance of Financial Contributions	X
Calculating the Financial Contribution	X
Unviable Proposals	X
Viable Proposals	X

4. Securing Affordable Housing Contributions

Section 106 Agreements and Unilateral Undertakings	X
Registered Providers	X
Proposals without a Registered Provider	X
Affordable Housing Scheme	X
Delivery within Small or Isolated Sites	X
Clawback Mechanisms	X

5. Contact Details

X

1. Introduction

What is a Supplementary Planning Document?

- 1.1 The role of Supplementary Planning Documents (SPD) is to provide guidance on the application of existing policies within an adopted development plan. The SPD does not form part of the development plan nor is it intended to provide policies beyond those within the development plan. The overall purpose of this SPD is to assist the interpretation and application of those policies within the Rushcliffe Local Plan Part 1: Core Strategy and Local Plan Part 2: Land and Planning Policies which have implications for the delivery of affordable homes within the Borough.
- 1.2 The National Planning Policy Framework (~~2019~~2021) (NPPF) and Planning Practice Guidance (PPG) contain policies and detailed guidance on the delivery of affordable housing. This SPD also interprets the NPPF and PPG, providing local context that will assist all parties when preparing or considering planning applications.

What is the Purpose of this SPD?

- 1.3 This guidance is for all persons with an interest in the delivery of affordable housing within Rushcliffe, including planning officers, Borough councillors, developers and members of the public. The SPD will assist in the determination of planning applications, provide an overview of current best practice guidance and have a role in the delivery of affordable housing where the development is acceptable in planning terms. It encourages pre-application engagement with the Council, sets out what information the Council expects to be included within proposals which either require a proportion of affordable homes (as set out in the adopted Local Plan) or are 100% affordable housing (for example within rural exception sites), the planning requirements which the Council consider necessary for a policy compliant proposal, and delivery requirements which will be set out in legal agreements.

National Policy Context

- 1.4 Chapter 5 of the National Planning Policy Framework (NPPF) (~~2019~~2021) confirms the importance of significantly boosting the supply of homes and delivering housing needed for different groups in the community, including those who require affordable housing.
- 1.5 Paragraph 41 specifically highlights the benefits of resolving affordable housing issues at the pre-application stage.
- 1.6 Paragraph ~~62~~63 states that planning policies should specify the type of affordable housing required, and expect it to be met on-site unless:

- a) off-site provision or an appropriate financial contribution in lieu can be robustly justified; and
- b) the agreed approach contributes to the objective of creating mixed and balanced communities.

1.7 Paragraph ~~63~~64 states that ‘the *provision of affordable housing should not be sought for residential developments that are not major developments...*’ and in order ‘*to support the re-use of brownfield land, where vacant buildings are being reused or redeveloped, any affordable housing contribution due should be reduced by a proportionate amount.*’

1.8 Affordable housing now comprises a range of housing tenures, including both homes for rent and an increasing number of different housing products that facilitate home ownership (including shared ownership, rent-to-buy, Starter Homes and Discount Market Sales). The Government has also included First Homes as a specific kind of discounted market sale housing within the definition of affordable housing. These will be sold at no less than a 30% discount of market value and comprise a minimum of 25% of all the affordable homes provided¹. The national planning policy definition of affordable housing is included in the Glossary (Annex 2) of the NPPF, it states that affordable housing is:

Housing for sale or rent, for those whose needs are not met by the market (including housing that provides a subsidised route to home ownership and/or is for essential local workers); and which complies with one or more of the following definitions:

- a) Affordable Housing for Rent (in accordance with the Government’s policy on Social Rent or Affordable Rent, or at least 20% below market rents);
- b) Starter homes;
- c) Discounted market sales housing (sold at a minimum of 20% discount (or minimum of 30% if the property is a First Home)); and
- d) Other affordable routes to home ownership (including shared ownership and rent to buy);

Categories b, c and d being collectively referred to Affordable Housing for Sale in the NPPF Annex 2. [These affordable ownership tenures are also referred to as intermediate housing.](#)

1.9 Subject to policies within the adopted Local Plan, affordable housing must comprise at least one of these types of tenure.

1.10 Paragraphs ~~74~~72, ~~77~~78 and ~~145~~149 address exception sites. They encourage local planning authorities to support both entry-level exception sites for first time buyers and rural exception sites for affordable housing on land which is not

¹ First Homes Planning Practice Guidance (www.gov.uk/guidance/first-homes)

allocated for housing and which is adjacent to settlements. Entry-level exception sites however should not be larger than one hectare or exceed 5% of the size of the existing settlement, or compromise protected areas within the NPPF (such as Green Belt or in areas at risk of flooding²). In order to facilitate their delivery some market housing on exception sites can be considered.

- 1.11 Where a rural exception site for affordable housing is located within the Green Belt, unlike open market housing and entry-level exception sites, rural exception sites for affordable housing are ~~not inappropriate~~ appropriate, provided the development plan contains policies for such sites. In accordance with the NPPF, entry-level exception sites for first time buyers however, should not be permitted within the Green Belt unless there are very special circumstances.

Local Policy Context

- 1.12 Informed by the Strategic Housing Market Assessment (2012), Policy 8 within Local Plan Part 1: Core Strategy requires housing developments of 5 dwellings or more or 0.2 hectares or more provide for a proportion of affordable housing. However, in accordance with paragraph ~~63-64~~ of the NPPF (~~2019~~2021) (see paragraph 1.7 above), the Council will only seek a proportion of affordable housing within major residential developments which are defined as those of 10 or more dwellings or sites which are of 0.5 hectares or more.

- 1.13 Policy 8 identifies different proportions of affordable housing within the following housing submarkets:

Strategic Sites (Policies 20 to 25)	Up to 30%
West Bridgford, Rushcliffe Rural, Radcliffe, Gamston, Ruddington and Compton Acres	30%
'Leake', Keyworth and Bingham	20%
Cotgrave	10%

- 1.14 These proportions have been determined according to viability of housing developments within each submarket. They will be sought within the sites allocated for housing in Local Plan Part 2, Neighbourhood Plans and 'windfall' developments which meet the size threshold, unless there is robust, up-to-date evidence to suggest a different proportion of affordable housing. Both the assessment of allocations within the Local Plan and planning applications ~~have and should~~ accord with Government practice guidance on viability³.

- 1.15 Part 5 of Policy 8 outlines how the mix of affordable housing will be -determined by:

² Footnote 6 of the NPPF includes a more comprehensive list of areas or assets which should be protected.

³ [Planning Practice Guidance on Viability](#)

- a) Evidence of housing need, including; where appropriate; housing tenure, property type and size;
- b) The existing tenure mix in the local area;
- c) The ability to deliver affordable housing alongside other requirements, taking into account broad assessments of viability. Where the findings of local assessments are disputed on a particular site, a financial appraisal of the proposal will be expected in order to determine an appropriate level of affordable housing; and
- d) The availability of subsidy on a development to deliver affordable housing within weaker housing submarkets.

1.16 Policy 8's supporting paragraph 3.8.9 states that, as identified within the Strategic Housing Market Assessment, of the total proportion of affordable housing 42% should be intermediate [housing](#), 39% should be affordable rent and 19% should be social rent.

1.17 Based on the outputs of the Strategic Housing Market Assessment Update (2012) which includes existing and future needs, the Council has used -a housing needs model to determine compliance with Policy 8, specifically the number of different housing types and their tenures within each development.

Local Plan Reviews

1.18 Should Local Plan Policy 8 and supporting Strategic Housing Market Assessment be superseded by more up-to-date policies and evidence, guidance within this SPD which remains consistent with a new Local Plan will continue to be used to determine planning applications. An updated Housing Needs Assessment has been published and will inform affordable housing policies in the new Local Plan, however it has not been tested through the plan making process. Consistency with a new Local Plan will be established through a review of this Supplementary Planning Document.

When Does This Guidance Apply?

1.19 This guidance applies to all schemes in the Borough that generate a need to provide affordable housing in accordance with paragraph 63 of the National Planning Policy Framework or, if justified during Local Plan Review, an up-to-date Local Plan policy that establishes a bespoke development threshold for the Borough.

Early Engagement

1.20 We recommend that development proposals be discussed with the Council's Strategic Housing Team before a planning application is submitted to identify

and resolve any issues at an early stage. The Strategic Housing Team can advise on the tenure and housing type mix and design of policy compliant schemes which meet housing need, as well as capital funding available to support scheme viability. There is no charge for this advice. The Strategic Housing Team can be contacted by phoning 0115 981 9911 or emailing affordablehousing@rushcliffe.gov.uk.

- 1.21 In addition, the Council's Planning and Growth Team can provide pre-application planning advice; this is a fee charging service. Further information on pre-application can be found here:

www.rushcliffe.gov.uk/planningandgrowth/applyingforplanningpermission/pre-applicationadvice/

2. Affordable Housing: Onsite Provision

Encouraging the Efficient Use of Sites

2.1 [To ensure delivery of affordable housing, the Council require that they will be provided on site alongside the open market housing. Discussions regarding alternative off-site delivery on a 'donor site', or, as a last resort, commuted sums \(financial payment\) will take place only in exceptional circumstances. Chapter 3 \(Financial Contributions\) sets out these circumstances in further detail.](#)

~~2.1~~2.2 The capacity of sites in the Borough to accommodate development will depend on a number of factors, for example the character of the surrounding area, particularly within conservation areas where a lower density may be required. Where there is no requirement for a lower density, residential developments should make appropriate and efficient use of the site. The Council will examine closely those proposals which avoid affordable housing contributions as a result of lower density developments. Proposals which could, but do not make efficient use of land and avoid affordable housing contributions (for example, by providing uncharacteristically large plot sizes, and/or failing to provide smaller dwellings to meet identified housing needs), will be considered contrary to Paragraph 1224 of the NPPF.

~~2.2~~2.3 Developers may not circumvent requirements to efficiently use a site by artificially subdividing sites. The development site itself (as identified by the 'red line') should include all existing elements of built development that are being materially modified (e.g. extended, reconfigured or converted). As such, any existing dwelling or building on a plot proposed for development should only be excluded if there is no material alteration to that building proposed. If there are changes to the access, garden or parking to an existing dwelling or building that is necessary for the wider development to go ahead, the Borough Council may conclude that the land and building in question form part of the same development site.

~~2.3~~2.4 Should two or more separate planning applications come forward the Borough Council will, in accordance with case law⁴, consider whether the sites are in the same ownership, whether they constituted a single site for planning purposes and whether the proposals could be deemed to constitute a single development. The Borough Council will, in such cases, consider evidence including land transaction data, the closeness in time of the applications being made, and appropriate evidence of ownership at the times the respective applications were made.

Types of Residential Development

⁴ R (Westminster City Council) v First Secretary of State and Brandlord Ltd [2013]

[2.42.5](#) Policy 8 part 4 within Local Plan Part 1 requires new residential development provide a proportion of affordable housing (if they exceed the threshold for contributions). In accordance with a recent High Court judgement⁵, this requirement applies to both proposals within Use Classes C2 (residential institutions) and C3 (dwelling houses). Consequently, proposals for C2 retirement accommodation which provide on-site care will also be expected to make an affordable housing contribution in accordance with the Local Plan depending on the self-containment of the residential dwellings and the scale of independent living they provide. Use Class C2 also includes nursing homes, hospitals, residential colleges and training centres, however as these do not comprise separate self-contained dwellings, they are not required by Policy 8 to make a contribution.

[2.52.6](#) As nursing homes are excluded from this requirement, the Borough Council will determine, on a case by case basis, whether the residential development comprises individual self-contained dwellings that provide independent retirement accommodation and therefore where a contribution is required or if it is a nursing home, where it is not.

[2.62.7](#) Elements to consider when making the judgement include:

- Built form of the development (e.g. scale, facilities provided such as private kitchens and/or lounge, dwelling types, dwelling features (e.g. individual front doors), building standards);
- Provision of meals (either within a communal dining area or provided to residents' rooms) and other services (is it linked to the needs of the individual's personal care);
- Provision of communal facilities (kitchen, social areas, therapy rooms, offices and other areas for staff); and
- Whether residents individually own their accommodation or are contracted for a specific room.

[2.72.8](#) It is necessary to look at the interrelationship between the dwellings and the rest of the development, taking into account the primary purpose of the development as a whole.

Affordable Tenure Types

[2.82.9](#) 'Affordable housing' is an umbrella term that covers housing provided to eligible households whose needs are not met by the market, with eligibility based on local incomes and local house prices. This includes a number of different ownership and/or rental options, referred to in this document as tenures. The main types of affordable housing are 'social rented', 'affordable rented', referred to as Affordable Housing for Rent (NPPF) and Affordable Housing for Sale, referred to as 'intermediate' affordable housing within the Local Plan Part 1:Core Strategy.

⁵ Rectory Homes Limited v SSHCLG and South Oxfordshire District Council [2020] EWHC 2098

- **Social rented housing** is owned by Registered Providers (as defined in section 80 of the Housing and Regeneration Act 2008), for which guideline target rents are determined through the national rent regime. It may also be owned by other persons and provided under equivalent rental arrangements to the above, as agreed with the local authority or with Homes England / Regulator of Social Housing.
- **Affordable rented housing** is owned by Registered Providers and must be rented at no more than 80 per cent of the local market rent (including service charges, where applicable). It should also be provided at a level of rent (and any additional service charge) which does not exceed the Local Housing Allowance (LHA) for the relevant area.
- **Affordable Housing for Sale (or 'intermediate' housing)** is a generic description covering those tenures that enable home ownership. Whilst the Local Plan Part 1 refers to 'intermediate' housing, the NPPF no longer includes 'intermediate' within the definition of affordable housing. Instead it refers to Starter Homes⁶, Discount Market Sales and Other Affordable Routes to Home Ownership (including shared ownership, rent to buy and other low cost homes for sale). Further guidance on Discount Market Sales housing is set out below.

In accordance with the Local Plan Part 1, tenures which enable home ownership for those who are excluded from the market are considered 'intermediate' and could contribute to the required proportion of affordable housing as set out in Policy 8 and paragraph 3.8.9 of the Local Plan Part 1.

[2.10](#) A legal agreement ('Section 106 Agreement') and/or condition will set out the precise tenure restrictions applicable to a particular scheme and the discount which will be applied to properties which offer opportunities for home ownership.

Shared Ownership

[2.11](#) Historically, within Rushcliffe, shared ownership tenures have comprised the majority of intermediate housing. These have been delivered alongside social and affordable rent properties which are all purchased together and managed by a Registered Provider.

[2.12](#) The purchaser and occupier pay a mortgage on the share they own, and pay rent to a housing association on the remaining share. Because the purchaser only needs a mortgage for the share they are purchasing, the amount of money

⁶ Starter homes are set to be replaced with First Homes. First homes will be sold at a discount of [a minimum of 30%](#) for first time buyers.

required for a deposit is usually a lot lower when compared to the amount that would be required when purchasing outright.

2.13 The purchaser has the option to increase their share during their time in the property via a process known as 'staircasing', and in most cases can staircase from 25% of the property all the way to 100% ownership. In this instance, the shared owner will no longer pay any rent, just their mortgage along with any service charges and ground rent.

2.14 Shared ownership properties offer opportunities for those who cannot purchase their own home as the rent paid to the Registered Provider is less than the rate charged on the open market, the deposit is between 5% and 10% of the share owned by the occupier and stamp duty can generally be deferred until the share reaches 80%.

2.15 Within specific rural locations, legal restrictions may prevent 100% ownership, in order to retain the property as an affordable home.

2.16 As with open market properties, residents of shared ownership dwellings may be required to pay management fees and service charges, depending on the development, the existence of shared spaces, and infrastructure. Residents must be made aware of these charges prior to purchasing the property.

Discount Market Sales-Housing

~~2.92.17~~ Discounted Market Sales ~~Housing-housing provide-provides~~ a means for people to own their own home but without paying the full market price. The NPPF states that Discount Market Sales should be provided at a discount of no less than 20% below market value. In accordance with the NPPF this discount will be set according to local house prices and income levels. The level of discount should ultimately reflect what is realistically affordable to a median or lower income household ~~on a median or lower quartile salary~~. Given the high property values within the Borough, this discount is likely to be greater than 20%, especially for those on lower quartile salaries. The discount should 'run with the land' such that if the house is sold on in future, the same level of discount will apply for future eligible buyers.

2.18 At the time of writing, Land Registry price paid data in 2021 (Jan to Sept) (2018/2019) indicates that lower quartile sales prices in Rushcliffe are £170,000~~199,125~~ and median sales prices in Rushcliffe are £270,000~~275,000~~. As such assuming a 10% deposit and 43.5 x salary multiple, a single person household will require a gross income of £38,250~~51,204~~ to access a lower quartile property (£170,000~~199,125~~ - £17,000~~19,912~~ (10%) / 43.5 = £38,250~~51,204~~).

2.19 ASHE ⁷ data from 2021, however, shows that lower quartile resident annual gross incomes are £24,271 and median resident annual gross incomes are £34,425. This suggests that even single median-income residents may not be able to afford cheaper (lower quartile) properties in the Borough.

~~2.10 CACI⁸ data from 2019 however shows that lower quartile gross household incomes are only £22,666, median incomes are £39,826 and mean incomes are £47,760. This suggests that even single middle income residents are unlikely to be able to afford cheaper (lower quartile) properties in the borough.~~

~~2.11~~ 2.20 To consider the access thresholds (i.e. the property price that can be afforded) for discounted ~~to~~ market products for single households the Borough Council applies ~~43.5~~ x times salary plus 10% deposit to assess the entry level thresholds at various salary multiples (lower quartile ~~and~~, median ~~earners~~, ~~mean~~). This is illustrated in the Table 1 below. These assumptions mirror those used within the Greater Nottingham and Ashfield Housing Needs Assessment (2020) and are considered to be broadly in line with typical lending practices, although it is recognised that there will be differences on a case by case basis. This is illustrated in the Table 1 below.

LQ earner	£24,271 22,666 * 43.5 = £97,084 79,331 + £9,708 7,933 (10% deposit)	£106,792 87,264 .
Median earner	£34,425 39,826 * 43.5 = £137,700 139,391 + £13,770 13,939 (10% deposit)	£151,470 153,330

Table 1: House price thresholds: single income households

~~2.12~~ 2.21 To consider the access thresholds for discounted to market products for couple households the Borough Council apply ~~43.0~~ x times salary plus 10% deposit to assess the entry level thresholds at various salary multiples (lower quartile ~~and~~, median ~~earners~~, ~~mean~~). This is illustrated in the Table 2 below.

LQ earners	£48,542 45,332 * 43 = £194,168 135,996 +	£213,585 149,595
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⁷ Annual Survey of Hours and Earnings (Office for National Statistics)

⁸ Consolidated Analysis Centres Inc.

	£ 19,417 13,599 (10% deposit)	
Median earner	£ 68,850 79,652 * 43 = £ 275,400 238,956 + £ 27,540 23,896 (10% deposit)	£ 302,940 262,852

Table 2: House price thresholds: double income households

~~2.132.22~~ Table 3 below includes the access thresholds identified in Tables 1 and 2 above for lower quartile and medium earners and establishes the discount required in order to purchase a property of £~~170,000~~~~199,000~~ (lower quartile) ~~house~~, a £250,000 ~~property~~~~house~~ and a £~~275,000~~~~270,000~~ (median) ~~property~~~~house~~. This indicates a ~~significant reduction of discount of more than 50~~~~37~~% is required to enable a lower quartile single earner to own their own home. However a ~~lower quartile~~ couple household would ~~not~~ require a ~~lower~~ discount- ~~unless they require a £250,000 (15% discount) to £270,000 (21%)~~ ~~home~~ ~~of between 20% and 40%~~. Median single earners require ~~a similar a~~ discount ~~greater than 20% if they are purchasing properties of £250,000,~~ and ~~£270,000.~~ ~~median-Median~~ earning couple households would ~~not require~~ ~~only~~ ~~require a any~~ discount ~~when purchasing a property of £275,000 or less.~~ ~~of 10%,~~ ~~which is less than the minimum discount required within national policy.~~

Cohort	Access price	LQ- £ 170 199 K- Discount required	£250K- Discount required	Median £ 270 275 K- Discount required
LQ single earner	£ 106,792 87,264	37.2 56 %	57.3 65 %	60.5 68 %
LQ 2 x earners	£ 213,585 149,595	0 25 %	14.6 54 %	20.9 14 %
Median single earner	£ 151,470 153,330	11 23 %	39.4 39 %	43.9 44 %
Median 2 x earners	£ 302,940 262,852	0%	0%	0 9 .6%

Table 3: Discount required to access lower quartile, median sales prices etc.

Source: [ASHE \(ONS\)](#), [CAGI](#), Land Registry

~~2.14~~2.23 Given the ~~levels of~~ discount required to meet the needs of lower quartile earners, the Council's preferred 'intermediate' tenure (Affordable Housing for Sale tenure) is shared ownership as this can be sold from 25% to 75% discount. The ability to staircase (gradually increase ownership) to 100% ownership also provides ~~a greater~~ stability of ownership and more certain resale options. The sale of shared ownership properties to a single Registered Provider (who shares the ownership with the occupiers) reduces risks as uncertainties concerning the sale of other home ownership tenures to individual occupiers is avoided.

~~2.15~~2.24 However if a planning application proposes Discount Market Sales as part of the affordable tenure mix~~the developer is unable to sell shared ownership dwellings to a registered provider and is instead offering Discount Market Sales~~, the Council will require any Discount Market Sales meet the needs of those on both lower quartile ~~and medium single~~ income ranges who are currently excluded from the housing market in Rushcliffe. Depending on the property, discounts will vary between ~~20~~30% and ~~40~~50%.

~~2.16~~2.25 Rather than producing a series of average sales prices when a site comes forward, it will be contingent upon the developer to come forward with the proposed valuations and the discount that is being applied to each property (or property type).

2.26 Informed by Table 3 (~~and or~~ other up-to-date evidence of affordability), the Council will determine whether the proposed discounts meet the needs of lower quartile ~~and median single~~ earners, who are currently excluded from the housing market. Properties that are less than £170,000 (for example flats) may not require a discount greater than 20% to be affordable to those on lower quartile earnings. The assessment of the Discount Market Sales affordability should be assessed by a RICS registered valuer. Clearly these valuations could be amended with agreement and prior to completion in the event that there is significant movement in the market.

~~2.17~~2.27 Where Discount Market Sales are accepted, but viability constraints prevent sufficient discounts to meet the needs of those on lower quartile earners, a lower discount may be accepted if no alternative affordable housing tenure would address the viability issue and this is supported by a viability appraisal.

First Homes

~~2.18~~2.28 On the 28 June 2021 the Government changed planning policy and included First Homes as a form of Discount Market Sales housing.⁹ This change is accompanied by the publication of Planning Practice Guidance on First Homes.¹⁰

⁹ [Affordable Homes Update - Ministerial Statement 24 May 2021](#)

¹⁰ [First Homes Planning Practice Guidance](#)

~~2.19~~2.29 Whilst First Homes are a ~~specific kind of~~ discount market sales ~~tenure~~home, Government policy requires First Homes are sold at a minimum discount of 30% against market value to first time buyers (the first sale no higher than £250,000 (outside Greater London)) ~~as opposed to the~~rather than minimum discount of 20% for Discount Market Sales housing, ~~and the discount is passed on to subsequent purchasers.~~ As shown in tables 1, 2 and 3 above, with the exception of single earners, a discount of 30% against market value should enable more households to afford median priced properties within Rushcliffe. However further evidence may indicate a higher discount of 40 or 50% may be required.

2.30 First Homes are the Government's preferred discount market tenure, and national policy will require a minimum of 25% of a development's required affordable housing contributions to be First Homes. In accordance with national guidance, the required proportion of social rented properties (19% of the borough's affordable housing requirement (as set out in the Local Plan Part 1)) is also ring fenced. This leaves the remaining 56% of the affordable housing contribution to be split proportionally between other 'intermediate' and affordable rented properties (based on the proportions set out in the Local Plan Part 1). This will reduce the requirement, as set out Local Plan Part 1, for affordable rent and other 'intermediate' or other routes to home ownership tenures. Where First Homes are included as part of an affordable housing contribution, the following tenures should be delivered:

- First Homes – 25%
- Social Rent – 19%
- Intermediate / Other Routes to Home Ownership – 29%
- Affordable Rent – 27%

~~2.20~~2.31 ~~Under transitional arrangements the Borough Council does not need to require First Homes as part of the affordable housing mix until the requirement is included within a reviewed and adopted/made local plan or a neighbourhood plan. Nor can t~~The First Homes policy ~~cannot be applied~~apply retrospectively to planning permissions determined before 28 December 2021, ~~nor does it apply to those applications where there has been significant pre-application engagement (involving substantive discussions) which are determined before the 28 March 2022.~~

~~2.21~~2.32 Unless exempt (e.g. substantive pre-application discussions took place and it is determined before the 28 March 2022), all applications which are required to make an affordable housing contribution (in accordance with the Local Plan) will be expected to include 25% of that contribution as First Homes. ~~If an application which includes First Homes is submitted to the Borough Council prior to the adoption of local plan or neighbourhood plan, the Borough Council will view their inclusion as a material consideration. When determining whether~~

~~their inclusion is acceptable, the Borough Council will consider whether they comply with national policy and assess whether there are unacceptable effects upon the delivery of the Council's current affordable housing requirements.~~

Mix of Dwelling Sizes and Tenures

~~2.22~~2.33 Local Plan Part 1 Policy 8 requires residential development should maintain, provide and contribute to a mix of housing tenures, types and sizes in order to create mixed and balanced communities. It specifically highlights the consideration of the needs and demands of the elderly as part of the overall housing mix.

~~2.23~~2.34 Policy 8 Part 3 states that this mix will be determined according to evidence within the Strategic Housing Market Assessment, housing strategies, local demographics and trends, local evidence of need, local character and design considerations and the accessibility of a location.

~~2.24~~2.35 As stated above in paragraph 1.16, the Council uses a housing needs model to determine the number of different affordable housing types and their tenures within each development. This is based upon evidence within the Strategic Housing Market Assessment (2012). However, in accordance with Local Plan Part 1 Policy 8 Part 3, if other evidence is provided which indicates a different mix of tenure and type would be more appropriate, or resolve viability issues, a variation of the mix may be accepted by the Council.

Design and Layout

~~2.25~~2.36 As with all forms of residential accommodation, the Council expects affordable housing to be built to a high standard of design and amenity. Affordable housing provided within developments should be integrated with the market housing and the design and appearance should be indistinguishable from those market units and built using the same materials, form and quality of design to ensure that it makes a positive contribution to local character and distinctiveness. This is often termed being 'tenure blind'. Whilst This ~~this~~ also applies to provision of parking spaces, which should be no different to that of market units, garages are often not provided for affordable homes.

~~2.26~~2.37 Where a requirement for flats is identified as part of an affordable housing mix, applicants should consider whether two storey maisonettes offer opportunities to provide accommodation for single occupiers or couples. Maisonettes will often complement neighbouring two storey homes and residential layouts. They also provide separate entrances for occupants without shared spaces that can create management and maintenance issues for the property owners.

~~2.27~~2.38 Plans submitted to the Council for planning consideration should clearly show the position of all affordable units within the development, except in those outline applications where only illustrative plans are submitted and the exact locations identified within subsequent reserved matters planning applications.

~~2.28~~2.39 To achieve mixed, inclusive and sustainable communities, and comply with paragraph ~~91-92~~ of the NPPF, the affordable units should be 'pepper potted' throughout the site. 'Pepper potting' is the dispersal of affordable homes across a development site within individual groups, rather than in one distinguishable block where the residents of affordable housing are separated from residents within open market housing. The size of these groups will depend on the size of the development and the percentage of affordable housing expected in that location, but it is expected that they will not exceed 10 units. With the exception of 100% affordable housing schemes and rural exception sites, affordable housing should be grouped as follows~~should~~:

- ~~• on all sites be distributed across the site rather than provided in one single parcel;~~
- On sites below 30 residential units, are encouraged to provide~~provision them within~~on two or more groups is encouraged;
- On sites or phases incorporating 30 or more residential units they should be provided in groups of no more than 20% of the total number of units being provided or 10 affordable units, whichever is the lesser;
- On sites or phases incorporating 200 or more residential units, groups between 10 and 20 units may be acceptable where this delivers an inclusive mix of properties and a sustainable community.

2.40 Within 100% affordable housing schemes, different tenures (rented and home ownership) should be pepper potted across the development to avoid concentrations of tenure types and achieve mixed, inclusive and sustainable communities.

~~2.29~~2.41 When deciding the location of affordable units within the site, properties with higher accessibility standards and bungalows should be located close to public transport infrastructure. All other affordable housing should be positioned as close as possible to public transport, consistent with the requirement to 'pepper-pot'.

Phased Developments

~~2.30~~2.42 Where a development is being brought forward in phases, each phase should deliver the required proportion of affordable housing as set out in the Local Plan. This will ensure a wider distribution of affordable housing across the whole development and ensure affordable homes are delivered as early as possible. Deferring the provision of affordable housing to later phases will not normally be permitted, unless this facilitates a better distribution of affordable homes within the development overall.

~~2.31~~2.43 Outline planning permissions which will be delivered through separate reserved matters applications and or by different developers should include an overarching affordable housing strategy which identifies the broad distribution of affordable housing at each phase. Notwithstanding this requirement, the accompanying Section 106 Agreement should include the overall mix of affordable house types and tenures.

~~2.32~~2.44 Each reserved matters application (phase) should include plans identifying an affordable housing scheme which identifies the location, type and tenure of each affordable home property. This will ensure compliance with Policy 8 of Part 1 Local Plan. The Section 106 Agreement will require that, prior to development commencing (at each phase if applicable), an affordable housing the scheme should be ~~updated and re~~submitted (and agreed by the local authority) with information that identifies the Rregistered ~~p~~Provider which is purchasing the affordable housing and approximate completion date.

Occupancy Restrictions and Local Connections Criteria

~~2.33~~2.45 The Council applies a criteria which requires a local connection or exemption to Rushcliffe for affordable housing in the Borough. The criteria for social and affordable rented housing are set out in the *Choice Based Lettings and Housing Allocations Policy*¹¹. The criteria for local connection for other forms of affordable housing (home ownership tenures) are set out in the Section 106 Agreement or Unilateral Undertakings, which, in accordance with Local Plan Part 1 Policy 8, require a proportion of affordable housing as part of an open market housing development. Consequently, wherever they are located in the Borough, these homes can be occupied by anyone with a local connection to Rushcliffe.

~~2.34~~2.46 The Borough Council does not give additional preference to people that have a connection to that settlement at parish or ward level unless the proposal is a rural exception site which has been specifically granted planning permission, within a location where housing would not normally be permitted (for example within the Green Belt or countryside), to meet an identified local need (see paragraphs 2.44 to 2.50).

Essential local workers

~~2.35~~2.47 As set out in paragraph 1.8 above, the NPPF identifies essential local workers alongside those whose needs are not being met by the market as eligible for affordable housing. Essential local workers comprise those who provide frontline services in areas including health, education and community safety – such as NHS staff, teachers, police, firefighters and military personnel, social care and childcare workers.

11

https://www.rushcliffe.gov.uk/media/1rushcliffe/media/documents/pdf/housing/housinggeneral/RBC%20Housing%20Allocations%20Policy%20Final_accessible.pdf

[2.48](#) Should a proposal for affordable housing for essential local workers be submitted, the Borough Council will require similar occupancy controls and restrictions on removal of these controls as are applied to rural workers accommodation (as set out in paragraph 2.43). Where the lifting of conditions that restrict occupancy to essential local worker is sought and justified, it is expected that the properties should be made available to other residents who meet the criteria set out in the *Choice Based Lettings and housing Allocations Policy* or, if this is not appropriate, other residents whose housing needs are not being met by the market.

~~2.36~~[2.49](#) Depending on the occupiers (the essential local worker) and affordability, tenures may include rental, various routes to home ownership, Discount Market Sales and First Homes.

Agricultural, Forestry and Other Workers Requiring Rural Accommodation

~~2.37~~[2.50](#) Accommodation for rural workers may be permitted in the Green Belt, if, in accordance with national policy, very special circumstances exists. It may also be permitted within the countryside beyond the Green Belt outer boundary if it complies with Policy 22 of the Part 2 Local Plan. Those dwellings which are in principle acceptable beyond the Green Belt must comply with part 3 of Policy 22 which ensures the development conserve and enhance the character of the area.

~~2.38~~[2.51](#) With respect to tenure, an occupational tie provides in effect a form of 'key worker housing'. As there is no requirement for such a dwelling to provide a low-rent or intermediate/low cost home ownership tenure, it does not automatically make a dwelling affordable. Such a dwelling can however be defined as 'affordable' if the tenure provided is in line with the definitions given in national policy.

~~2.39~~[2.52](#) With respect to rural workers, it is recognised that other rural employers may employ people whose presence on site is seen as integral to the long term viability of the business and the sustainability of the wider community to which it relates, but are not defined as agriculture or forestry workers. Dwellings for these workers may be permitted in accordance with Policy 22 part 2 a).

~~2.40~~[2.53](#) Whether the dwelling is temporary or permanent, is for an agricultural, forestry or other employee requiring accommodation within a rural location, the Borough Council will require evidence and justification for on-site accommodation, including:

- evidence of the necessity for a rural worker to live at, or in close proximity to, their place of work to ensure the effective operation of an

agricultural, forestry or similar land-based rural enterprise (for instance, where farm animals or agricultural processes require on-site attention 24-hours a day and where otherwise there would be a risk to human or animal health or from crime, or to deal quickly with emergencies that could cause serious loss of crops or products);

- whether the proposed property is the appropriate size to meet the need identified;
- the degree to which there is confidence that the enterprise will remain viable for the foreseeable future;
- whether the provision of an additional dwelling on site is essential for the continued viability of the rural business. This may include ensuring farm succession;
- whether the need can be met by alternative accommodation in the locality; and
- whether the need could be met through improvements to existing accommodation on the site, providing such improvements are appropriate taking into account their scale, appearance and the local context.

~~2.41~~2.54 In order to assist the authority determine the above, the Council will employ an independent consultant to determine the financial and functional justification for on-site accommodation.

~~2.42~~2.55 In the case of new enterprises, the Borough Council may consider granting permission for a temporary dwelling for a trial period, with such accommodation normally being a caravan or mobile home. The provision of temporary accommodation, normally over a three year period, offers the opportunity for the enterprise to become established while enabling operational needs to be met and confirmed prior to progression to a permanent dwelling if justified.

~~2.43~~2.56 Where the accommodation is proposed by a rural estate (land owned by one person, family or organisation), the existence of an Estate Plan will potentially provide evidence of need.

~~2.44~~2.57 If a need is justified and the proposal is acceptable, a condition restricting occupation to a rural worker in the locality will be imposed. This will reduce the market value of a property and make it more affordable to those who work in the rural economy. The lifting of these conditions will only occur if it is demonstrated that the property has been marketed at a realistic price (reflecting the occupancy restrictions and local wages) for a minimum six months and evidence provided that demonstrates that it is no longer required for a rural worker in the locality. This information will be assessed by an independent consultant.

Exception Sites

~~2.45~~2.58 In accordance with Policy 8 of the Local Plan Part 1, rural exception sites will be permitted within or adjacent to rural settlements, provided robust evidence is provided of affordable housing needs, such as within an up-to-date Housing Need Survey. A Housing Need Survey will be considered out-of-date when it is greater than three years old, and any proposed exception site will require an updated survey.

~~2.46~~2.59 Planning permissions for exception sites will be accompanied by a Section 106 Agreement which retains local connection restrictions on both rented or 'intermediate' (home ownership) properties. This ensures they remain available to local residents in housing need in perpetuity.

~~2.47~~2.60 Policy 8 restricts the occupancy of affordable homes within exception sites to people that have a connection to that settlement (parish), who are in housing need and are unable to afford market housing within the settlement. For the purpose of local needs housing on a rural exception site a local connection is defined below:

- The applicant has lived in the parish for a continuous period over the last twelve months or three out of the last five years.
- The applicant has close family currently residing in the parish for at least 5 years. A close family connection is defined as mother, father, sister, brother or adult children. If none of the above exists other extended family members will be considered on condition that they are providing support to the applicant at the discretion of the Council.
- The applicant is currently employed in the parish for 16 hours per week or more and unable to enter the housing market within reasonable travelling distance for the employment.
- The applicant has, in the opinion of the Borough Council, outstanding personal reasons for residing in the Parish.

~~2.48~~2.61 To satisfy the local connection criteria an applicant only has to meet one of the above points, although some may have more than this.

~~2.49~~2.62 Occupants of properties for social or affordable rent must, in order to comply with Borough wide housing allocations policy, also comply with housing need and local connections criteria as set out in the Council's Choice Based Lettings and Allocation Policy (see Occupancy Restrictions and Local Connections Criteria above). Occupants of intermediate (home ownership) properties are required to meet one of the exception site criteria above only.

~~2.50~~2.63 In accordance with Policy 8, a cascade mechanism enables other people in housing need, but who do not have a connection to the settlement, to occupy an exception site affordable home. If there are insufficient applicants meeting these criteria within the settlement, applicants from neighbouring villages/parishes meeting the local connection criteria will be considered as part of the nominations cascade agreement. If there are insufficient applicants meeting these criteria applicants with local connections to the Borough as a whole or anyone deemed in need by the Registered Provider will be considered.

2.64 Local connection criteria and the cascade mechanism will be included within a Section 106 Agreement that accompanies the planning permission. This agreement will require that the local connection restrictions apply in perpetuity and therefore apply to any resale or re-letting of an affordable dwelling within an exception site.

Entry-Level Exception Sites

2.65 Since adoption of the Local Plan Part 1, the NPPF has introduced entry-level exception sites. Entry-level exception sites must deliver homes that are suitable for first time buyers (or those looking to rent their first home), unless the need for such homes is already being met within the authority's area.

2.66 These sites should be on land which is not already allocated for housing and should:

- a) Comprise of entry-level homes that offer one or more types of affordable housing as defined in the NPPF (see paragraph 2.8); and
- b) Be adjacent to existing settlements, proportionate in size to them (no larger than one hectare or exceed 5% of the size of the settlement), not compromise the protection given to Green Belts, and comply with any local design policies and standards.

Vacant Building Credit

~~2.51~~2.67 The NPPF provides an incentive for brownfield development on sites containing vacant buildings. Where a vacant building is brought back into any lawful use or is demolished to be replaced by a new building, the developer should be offered a financial credit equivalent to the existing gross floor space of relevant vacant buildings when the local planning authority calculates any affordable housing contribution which will be sought. Affordable housing contributions may be required for any increase in floorspace.

~~2.52~~2.68 For example where a building with a gross floorspace of 8,000 square metre building is demolished as part of a proposed development which has a gross floorspace of 10,000 square metres (+20% floorspace), any affordable housing contribution should be a 20% of what would normally be sought.

~~2.53~~2.69 The vacant building credit does not apply to properties which have been abandoned. When considering whether a property is vacant (not in use and empty) or abandoned, the Council will consider the condition of the property, the period of non-use, whether there is an intervening use and evidence of the owner's intention.

~~2.54~~2.70 Properties which have: fallen into significant disrepair (for example where roofing materials are missing, walls (internal and external) or ceilings have collapsed and/or there is vegetation within and over the property); been unoccupied for more than five years; and properties which have purposefully been left unoccupied by the owner will be considered abandoned by the Borough Council and no vacant building credit will be applied.

Self and Custom Build Proposals

~~2.55~~2.71 The Government is promoting self and custom build developments with the statutory requirement to maintain a self-build register and provide an appropriate number of serviced plots to meet identified need.

~~2.56~~2.72 Most self-build plots will come forward on an individual basis or in some cases as a small group if it involves a self-build collective. Rarely would a self-build scheme involve 10 or more units in a single planning application, however, it may do so if a landowner applies for an outline application for a site of self or custom build plots.

~~2.57~~2.73 Local and national policies do not differentiate between small scale developments and self-build in terms of affordable housing provision, with no specific exemption for self-build schemes from making a contribution. Consequently self-build sites of 10 or more will be subject to affordable housing requirements.

~~2.58~~2.74 As with 'traditional' forms of housing developments, self-build proposals may not circumvent requirements to efficiently use a site by artificially subdividing sites. Should two or more separate planning applications for self-build or 'traditional' housing developments come forward within 5 years for adjacent sites within the same ownership and/or which have a clear functional link, the Borough Council may conclude that the developments should be considered as a single scheme. The Borough Council will, in such cases, consider evidence including land transaction data, the closeness in time of the applications being made, and appropriate evidence of ownership at the times the respective applications were made.

Viability Appraisal

~~2.59~~2.75 As stated above, and in accordance with paragraph ~~58~~7 of the NPPF (2021~~19~~), Rushcliffe Borough Council will, subject to viability assessments, negotiate amendments to the type and tenure of affordable units or a reduction in their number. If the delivery of affordable housing on-site is likely to raise viability issues, applicants are encouraged to contact the Council and enter pre-application discussions. Raising viability issues after an application has been submitted can significantly delay determination and may result in an unfavourable decision.

~~2.60~~2.76 Any viability appraisal should reflect the recommended approach in national planning guidance¹² and this SPD, including the identification of the residual land values, the establishment of benchmark values, the use of standardised inputs, and should be made publicly available. Planning Practice Guidance makes clear that under no circumstances will the price paid for land be a relevant justification for failing to accord with relevant policies in the plan (Paragraph 011 Reference ID: 10-011-20180724).

~~2.64~~2.77 Rushcliffe Borough Council operate an 'open book' approach regarding financial viability. Viability appraisals submitted in support of a planning application will be evaluated by a qualified land valuer on behalf of the Council, the cost of which will be paid for by the applicant. The Council will shortlist three land valuers to undertake an evaluation of the viability appraisal. The applicant will select the land valuer from this shortlist. The chosen valuer should not have any previous involvement with the development proposed.

~~2.62~~2.78 The starting point for a viability appraisal is to establish the 'residual land value' for the site being developed. This is the amount that the developer can afford to pay for the development site, once all reasonable costs have been met. It is the difference between the values of the completed development on the one hand (Gross Development Value), and the overall cost of the development on the other. The residual land value approach should be followed when calculating the commuted sum (see Financial Contributions below).

~~2.63~~2.79 The gross development value should include any rental incomes, the sale of properties, and any subsidies and grants.

~~2.64~~2.80 The reasonable cost of development should include construction costs, site costs (landscaping, roads and infrastructure), planning obligations (including affordable housing), professional fees, finance, sales and profit. Abnormal cost which are unique to the development should not be included within the cost of development as these costs should be reflected in the land value and absorbed by the landowner.

¹² <https://www.gov.uk/guidance/viability>

2.652.81 Figure 1 shows in a simplified form how this calculation works.

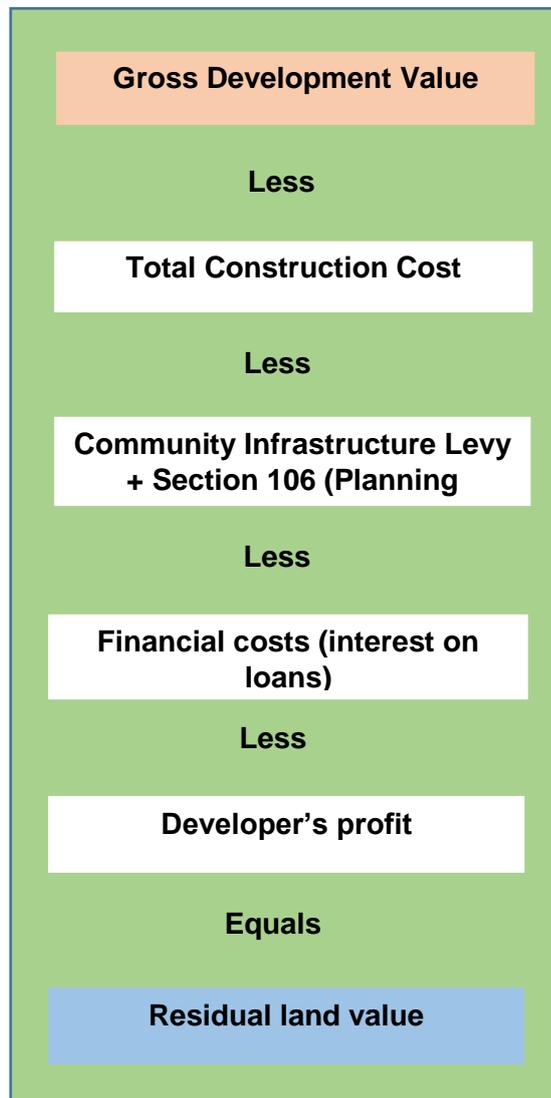


Figure 1: Residual Land Value

2.662.82 To establish whether a scheme is viable, the residual land value is compared with a benchmark land value. This is defined as the value of the site in its existing use (the 'existing use value'), plus a 'premium for the landowner' which is the minimum return at which it is considered a reasonable landowner would sell their land for development. ~~The guideline landowner premium for sites with a non-agricultural use is 10% of existing use value.~~ Figure 3 illustrates the residual land value approach.

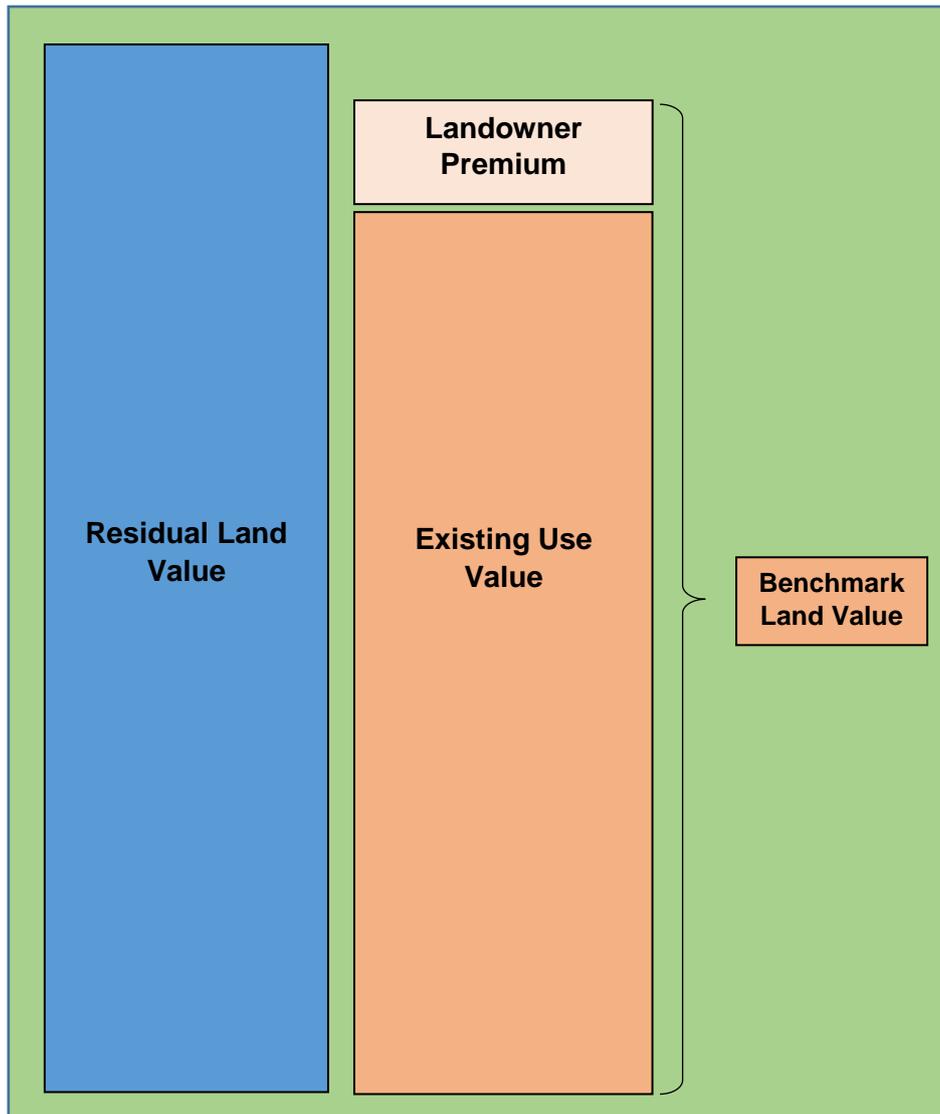


Figure 2: Residual Land Value and Benchmark Land Value

2.672.83 Figure 2 above identifies a proposal where the residual land value exceeds the benchmark land value and is therefore viable.

2.682.84 When assessing the viability of a scheme, a number of key inputs are required. The content for an applicant’s viability appraisal is set out in national planning practice guidance¹³. The Residual Land Value should be supported by evidence from comparable development land sales. (This can provide a sense check but should also consider adjustments to factor in newly adopted planning policies.) In addition, the Council will expect confirmation of the price paid for the property/land or the price expected to be paid for the property/land on the grant of planning permission together with confirmation of the contractual terms relevant to the determination of the purchase price within any contingent sale agreement or option agreement including minimum price and overage

¹³ <https://www.gov.uk/guidance/viability#standardised-inputs-to-viability-assessment>

provisions. Price paid is not allowable evidence for the assessment of benchmark land value and cannot be used to justify failing to comply with policy.

3. Financial Contributions

Acceptance of Financial Contributions

- 3.1 To ensure delivery of affordable housing it is expected that they will be provided on site alongside the open market housing. Discussions regarding alternative off-site delivery on a 'donor site', or, as a last resort, commuted sums (financial payment) will take place in exceptional circumstances. These circumstances exist where:
- a) An independent viability assessment confirms delivery on site is not viable;
 - b) No Registered provider is willing to purchase the affordable unit(s); or
 - c) Delivery of off-site or a commuted sum would deliver more sustainable development and/or more affordable units.
- 3.2 Registered Providers are regulated by the Regulator of Social Housing. They build, purchase and manage social, affordable and intermediate (shared ownership) housing. If an applicant is unaware of the Registered providers which operate within the Borough or has been unable to secure the sale of the affordable unit(s), the Borough Council can provide a list of these Registered Providers.
- 3.3 If off-site provision is agreed for reasons other than viability (see paragraph 3.1 (c) above) the Council will seek to maintain the ratio between affordable and open market housing required by Policy 8 within the donor site or equivalent financial payment.
- 3.4 The financial contribution will be paid into a ring-fenced fund which will be used to contribute to the overall affordable housing provision in the Borough through a range of projects such as supporting the development of rural affordable housing (within exception sites), enabling any specialist housing provision such as supported housing, forward / gap funding schemes, improving tenure mix / affordability, and empty homes / refurbishments. This is not an exhaustive list and the fund can be used to support new innovative ways to contribute to increasing affordable housing provision including the consideration of viability assessments submitted with an application to ensure the maximum number of affordable units are secured. It is expected that any commuted sum will ~~not~~ be subject to ~~the~~ repayment provisions ~~relating to other financial contributions and~~ these will be set out within the Section 106 Agreement.
- 3.5 The payment and spending of financial contributions is monitored by Rushcliffe Borough Council's Planning Contributions Officer.

Calculating the Financial Contribution

- 3.6 In accordance with the NPPF this supplementary planning document is not prescriptive, rather it sets out principles which should be followed whilst undertaking viability assessments and determining an appropriate commuted sum. This provides flexibility when dealing with housing proposals that vary significantly in location, scale, type and tenure.
- 3.7 The calculation of the commuted sum should be based upon the residual land value approach to viability (see above) with the gross development value of the proposal (based on local housing market evidence) compared against the combined cost of purchasing the land, construction, planning obligations and a competitive return for the developer.
- 3.8 The required sum will be determined according to the difference between the financial return (profit) (gross development value minus all reasonable costs) for the developer of the proposal with the affordable units on-site and the proposal without them.
- 3.9 The calculation of the commuted sum will be informed by:
- a. the particular circumstances of the site;
 - b. the residential scheme proposed;
 - c. current construction and finance costs;
 - d. current house prices and land values; and
 - e. current national and local policy requirements, including Community Infrastructure Levy (when adopted) and affordable housing requirements.

Unviable Proposals

- 3.10 Figure 3 below illustrates the calculation of the commuted sum where the combined costs of the development (including affordable housing) exceed the gross development value and therefore does not provide an acceptable competitive return and the scheme is therefore unviable. In the example below a reduction in the number of affordable units is not achievable. It is therefore judged acceptable to forego on-site provision of affordable housing and accept a commuted sum which is less than the cost of providing a policy compliant number of units on-site. The commuted sum will provide a competitive return and no more. Not accepting an appropriate commuted sum would prevent the development coming forward.

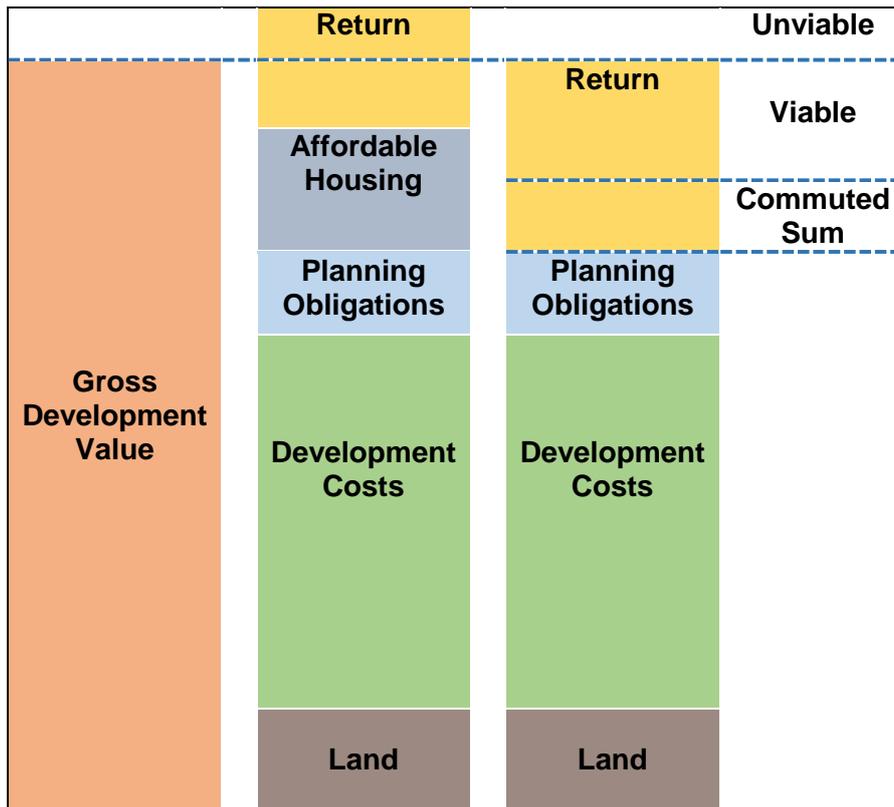


Figure 3: Calculation of commuted sums for unviable schemes

Viable Proposals

- 3.11 Figure 4 below simplifies the calculation of commuted sums where the delivery of affordable housing on site is viable but a registered housing provider is unwilling to purchase the properties, or where the provision of off-site affordable units would be more sustainable.
- 3.12 Where **R**egistered **P**roviders are unwilling, evidence that all local **R**egistered **P**roviders have been approached will be required before discussion regarding commuted sums occurs.

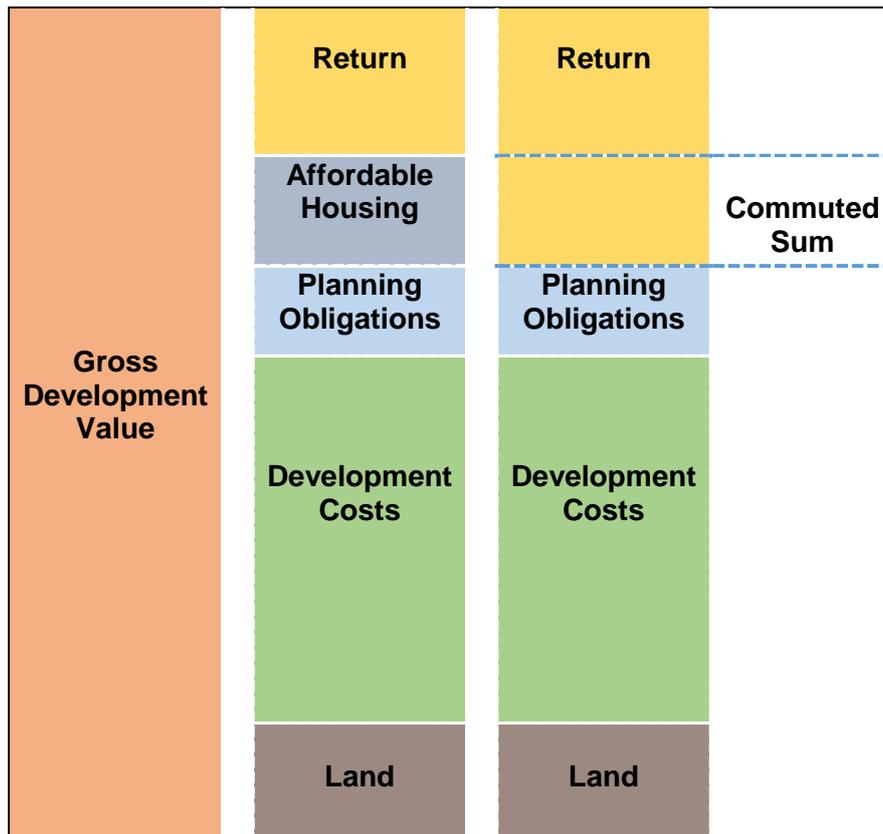


Figure 4: Calculating Commuted Sums for viable schemes

4. Securing Affordable Housing Contributions

Section 106 Agreements and Unilateral Undertakings

4.1 The Council will usually secure affordable housing requirements through entering into a legal agreement pursuant to section 106 of the Town and Country Act 1990 (as amended) with the developer or landowner. On occasions the affordable housing will be secured by way of Unilateral Undertaking under Section 106 of the Town and Country Planning Act (1990) (as amended) (“a Section 06 agreement) in the event of a planning appeal. The Council may also secure affordable housing by way of planning condition, but this is not the preferred approach.

4.2 The affordable housing clauses in the Section 106 agreement will usually include obligations relating to:

- the size, type, tenure, location, design and layout of the affordable housing;
- the number (or percentage) of affordable dwellings to be delivered;
- limitations on the occupation of the affordable housing;
- nomination rights;
- triggers relating to the delivery of affordable housing (construction and completion) in relation to the delivery of market housing;
- the retention of the housing as affordable;
- obligations relating to the affordable dwellings for first and subsequent residents;
- requirements to replace the affordable dwellings and for subsidy recycling;
- continued use of affordable dwellings in perpetuity;
- mortgagee in possession (MiP) clauses that allow the purchase or repossession of the property where the owner defaults; and
- review (clawback) provisions, where relevant.

4.3 The Section 106 Agreement will contain a clause(s) that trigger the delivery/payment of the contribution. This will usually be the commencement of development, completion and/or occupation of a percentage of the development, and will be set out in the obligations. For example the Council will require submission of an affordable housing scheme prior to commencement (once approval has been granted either in full or following reserved matters). Commencement of construction and completion of the affordable housing will also be required within specific periods during the delivery of the development, or within individual phases. Unless agreed otherwise, the Borough Council will require commencement of construction of the affordable housing before 40% of the open market dwellings (whole of the development or phase) are occupied

and completion of the affordable homes before 60% of the open market dwellings (whole of the development or phase) are occupied.

4.34.4 However, in some circumstances it may be acceptable to agree different delivery timescales where the layout of the development, the location of the affordable housing within it, phasing, and/or construction programme would not facilitate the commencement and completion of the affordable homes before 40% and 60% of the open market dwellings are occupied.

4.44.5 The Council expect that any draft S106 or template provided by the Council will be utilised.

Registered Providers

4.54.6 Within Rushcliffe the majority of affordable homes are owned and managed by Registered Providers (also known as housing associations). Typically these providers purchase the affordable homes, which are required as part of larger housing development, in accordance with local plan policies. Commonly referred to as affordable housing contributions their delivery, occupancy and resale requirements are set out in Section 106 Agreements that accompany the planning permission (see above).

4.64.7 In some circumstances a Registered Provider may develop sites for affordable housing only (i.e. 100% affordable housing). In these circumstances a Section 106 Agreement will be required to manage occupancy and resale.

4.74.8 A list of Registered Providers can be obtained by contacting the Strategic Housing Team at Rushcliffe Borough Council.

4.84.9 Where an affordable housing contribution is required, the applicant or developer responsible for delivering the dwellings will be expected to approach the Registered Providers operating within the Borough Council and offer these units for sale. The offer must include the mix of house tenures and types within the approved development, or, if approval has not yet been granted, a mix that is agreed in writing by the Council.

4.94.10 If no Registered Provider agrees to purchase the affordable units, the applicant/developer must provide the Registered Providers responses. Where evidence is provided that indicates that a different house type and/or tenure would be purchased, this will be taken into consideration when negotiating a different mix. Where the price of the affordable units is a constraint on the purchase, this will not be considered a valid reason for renegotiating a different mix, as it is expected that a policy compliant and viable house type and tenure mix would have been considered prior to the application being submitted.

Proposals without a Registered Provider

~~4.10~~4.11 In accordance with national policy, affordable homes may be owned and managed by other Non-Registered Providers, provided the homes meet the definition of affordable housing. For example home ownership tenures may be privately owned. Where it is proposed that the completed units are not to be transferred to a Registered Provider the Council will need to be satisfied that, provisions are in place to ensure that:

- the affordable housing will remain at an affordable price for future eligible households or;
- the value of the subsidy or discounted price is recycled for alternative affordable housing provision. These provisions will usually take the form of covenants within any S106.

~~4.11~~4.12 If, in any type of scheme, it is proposed that a Registered Provider is not to be involved in the management of affordable housing, the Council will usually secure the provision of affordable housing for successive occupants through the use of planning obligations, restricting occupancy to households who cannot compete in the housing market. If a Section 106 Agreement has already been entered into prior to the scheme being submitted, the Council will require a deed of variation to be entered into to provide the additional provisions outlined above before the Scheme will be approved.

Affordable Housing Scheme

~~4.12~~4.13 As set out in paragraph 4.2 above the Section 106 Agreement should contain information regarding the number, type and tenure of the affordable homes. Prior to the commencement of a development that includes on-site affordable housing contributions, the Borough Council will also, through the Section 106 Agreement, require the submission of an Affordable Housing Scheme that delivers the affordable homes required ~~identified~~ within that Section 106 Agreement. Failure to submit an affordable housing scheme in accordance with the trigger within the Section 106 agreement will result in enforcement action. An Affordable Housing Schedule Template is included in Appendix 1 and applicants/developers are encouraged to use this template.

~~4.13~~4.14 Directed by the Section 106 Agreement, the Affordable Housing Scheme must include the following information:

- Layout plan identifying the location of each affordable dwelling and its house type and tenure
- Affordable Housing Scheme identifying the tenure, plot number, type of home, number of bedrooms and expected construction completion date of each affordable home.

- Details of the registered housing provider who will be purchasing any rented properties or shared ownership properties. Confirmation that the **R**egistered **p**roviders have signed a nominations agreement with the Council, who will determine who will occupy the properties.
- If discount market sales are accepted as a proportion of the affordable housing mix, details regarding the sale price and the discount in value against open market values should be included.

Delivery within Small or Isolated Sites

4.14**4.15** _____ The Council expects an affordable housing contribution in accordance with the Local Plan wherever the site is located. Within rural villages and/or on small sites, it may prove difficult attracting interest from **R**egistered **p**roviders due to increased maintenance costs per dwelling and potentially less interest from prospective tenants.

4.15**4.16** _____ Where an applicant or developer is unable to secure the purchase of their on-site affordable housing contribution, and written evidence is provided which proves the required mix is not attractive to the **R**egistered **p**roviders, the Council will firstly renegotiate a different mix of affordable housing tenure and types. For example, within rural villages, a greater proportion of shared ownership properties are often more likely to attract occupation and avoid management costs which accompany rented properties. If no provider is interested in a revised mix, the Borough Council will consider a commuted sum.

Review (Clawback) Mechanisms

4.16**4.17** _____ As viability appraisals are by their nature estimates, the actual viability of the development can only be properly and fully determined when the dwellings have been completed and sold. The nature of residual land valuation is such that they use currently achieved rentals and values in the vicinity and they do not take into account future growth in the value of the development when it is completed and has improved the environment where it is situated. Therefore, where the Local Planning Authority has agreed to reduce the affordable housing requirement and an increase in property values may occur (for example on larger sites that may take several years to develop), a clawback obligation will be incorporated within the S106 agreement to ensure that, if the housing development proves to be viable and profitable. Depending on the scale of development, re-appraisals of profits will occur either when individual phases (on larger schemes) or the whole development is completed and sold. If an increase in profit is identified the appropriate proportion of these profits will then be secured for affordable housing provision.

~~4.17~~4.18 It is likely that this provision will be off-site through a commuted sum, unless the development is of a sufficient size and/or being delivered in phases which can make up the shortfall which was agreed when the application was permitted.

~~4.18~~4.19 As with the original viability appraisal, re-appraisals of viability and assessment of actual profits will be undertaken by an independent land valuer. The Council will offer the applicant three prospective valuers to choose from and the appraisal will be undertaken at the applicant's expense.

5. Contact Details

- 5.1 For further information regarding this Supplementary Planning Document and the delivery of affordable housing within Rushcliffe please contact either:

Planning Policy
Rushcliffe Borough Council
Rugby Road
West Bridgford
Nottingham
NG2 7YG
0115 981 9911
localdevelopment@rushcliffe.gov.uk

Or

Strategic Housing
Rushcliffe Borough Council
Rugby Road
West Bridgford
Nottingham
NG2 7YG
0115 981 9911
affordablehousing@rushcliffe.gov.uk.

Appendix 1: Affordable Housing Scheme Template



Affordable Housing Scheme Template

This template should be completed, sent and approved by the Borough Council before development commences. An approved AHS is a requirement of the Section 106 agreement.

Name of scheme:	
Planning reference:	
Date S106 signed:	
Total number of affordable housing units:	
Number of Intermediate units:	
Number of Affordable Rent units:	
Number of Social Rent units:	

Programme of construction

(Please state the S106 triggers in relation to the construction of the Affordable Housing in relation to the occupation of the open market dwellings e.g. “no more than 40% of the open market dwellings will be occupied before commencement of the affordable housing units. No more than 60% of the open market housing will be occupied until all of the affordable units have been constructed and connected to services”)

(ENTER DETAILS HERE)

Location of the affordable housing

Please include a site layout plan which indicates the tenure and type of the affordable dwellings and attach it to this template.

Affordable Housing Schedule

Tenure	Plot number	House type	Number of bedrooms	Anticipated approx. date of completion
<i>e.g Social Rent</i>	<i>1</i>	<i>Bungalow</i>	<i>2</i>	<i>June 2020</i>

Registered Provider

Has a contract been signed with an RP: **Yes/No**

If No, when is it anticipated that contracts will be exchanged: **(date)**

Name of identified Registered Provider:

Nomination Rights:

Does the Registered Provider have a nominations agreement with Rushcliffe Borough Council? **Yes/No**

If No, it is required that the RP signs a nominations requirement with the Borough Council. Please ask the RP to contact the Housing Options Team Leader.

Does the Registered Provider have appropriate local management and maintenance arrangements? Please provide details.

Date AHS submitted to Rushcliffe Borough Council for approval:	
Date AHS approved by the Borough Council:	

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**Appendix 3: Draft Affordable Housing Supplementary
Planning Document - Sustainability
Appraisal Screening Report**



**Draft Affordable Housing
Supplementary Planning Document**

**Strategic Environmental Assessment
and Appropriate Assessment**

Screening Opinion Report

Date TBC

Contents

- 1 Introduction
- 2 Legislation
 - 2.1 Strategic Environmental Assessment
 - 2.2 Habitats Regulation Assessment
- 3 Affordable Housing Supplementary Planning Document (SPD)
- 4 Affordable Housing SPD SEA screening assessment
- 5 Affordable Housing SPD HRA appropriate assessment screening

1 Introduction

- 1.1 This screening report has assessed the contents of the Draft Affordable Housing Supplementary Planning Document (SPD) in order to identify potential environmental impacts that would require a Strategic Environmental Assessment in accordance with the European Directive and associated Environmental Assessment of Plans and Programmes Regulations 2004.
- 1.2 It also determines whether or not the contents of the draft SPD would require a Habitats Regulations Appropriate Assessment in accordance with European Directive 92/43/EEC on the conservation of natural habitats and of wild fauna and flora, i.e. the 'Habitats Directive' and the associated Conservation of Habitats and Species Regulations 2010 (otherwise known as the 'Habitats Regulations').
- 1.3 European Directives have been transposed into national law through UK legislative statutory instruments (further details of which will be provided in section 2 below) to determine whether they would have significant environmental effects (SEA) or have an impact on any internationally designated wildlife sites (HRA). This has resulted in the SPD needing to be screened in relation to whether it needs to be supported by a Strategic Environmental Assessment and / or a Habitats Regulations Assessment (HRA), i.e. an 'appropriate assessment'.
- 1.4 It should be noted that the adopted Rushcliffe Local Plan Part 1: Core Strategy (December 2014) has been subject to a full Strategic Environmental Assessment and Sustainability Appraisal in accordance with the legislation, as well as an appropriate assessment scoping report in relation to the Habitats Regulations (which concluded that a full Appropriate Assessment of it would not be required). As this SPD provides additional guidance that delivers the affordable housing requirements as set out in the Core Strategy (notably Policy 8), these assessments will be taken into account in providing this screening opinion.
- 1.5 In addition, the Local Plan Part 2: Land and Planning Policies was adopted in October 2019. This document is also supported by a Sustainability Appraisal which includes the Strategic Environmental Assessment, and Habitats Regulations Assessment. These will also be taken into account where appropriate.
- 1.6 This screening report details whether the draft SPD is likely to require an SEA or HRA. It is concluded that a Strategic Environmental Assessment

(SEA) and Habitats Regulations Assessment are not required to accompany the draft SPD. Details of the reasoning behind these conclusions are provided within sections 4 and 5 of this report.

- 1.7 This SEA and HRA Screening Opinion was sent to the three statutory consultees (Historic England, Natural England, and Environment Agency) to seek their views on its contents. No response was received from the Environment Agency and no comments were made by Historic England or Natural England (see Appendix A).

2 Legislation

2.1 Strategic Environmental Assessment

2.1.1 The basis for requiring Strategic Environmental Assessment is European Directive 2001/42/EC and was transposed into English Law by the Environmental Assessment of Plans and Programmes Regulations 2004.

2.1.2 Detailed guidance of these Regulations can be found in the Government publication, 'A Practical Guide to the Strategic Environmental Assessment Directive' (ODPM 2005). Further information on SEA is contained within the Government's National Planning Practice Guidance.

2.1.3 The objective of the SEA Directive (2001/42/EC) is set out in Article 1 therein, which states:

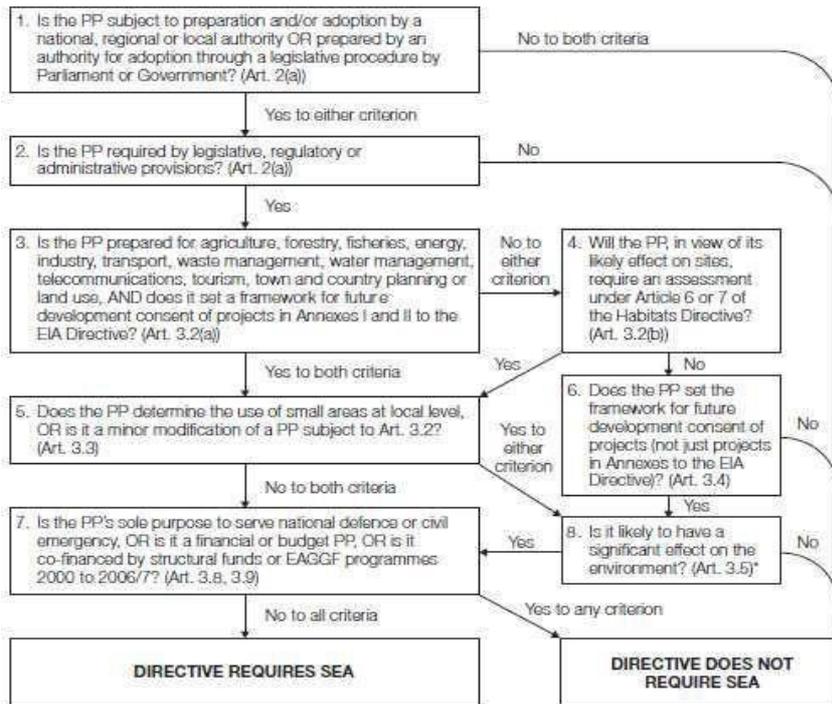
'The objective of this Directive is to provide for a high level of protection of the environment and to contribute to the integration of environmental considerations into the preparation and adoption of plans and programmes with a view to promoting sustainable development, by ensuring that, in accordance with this Directive, an environmental assessment is carried out of certain plans and programmes which are likely to have significant effects on the environment.'

2.1.4 To establish if a 'plan' or 'programme' needs to be accompanied by a full SEA, a "screening" assessment is required against a series of criteria set out in the SEA Directive. These are illustrated in Figure 1 below.

2.1.5 National Planning Practice Guidance states that an SEA will only be required in exceptional circumstances.¹

¹ Paragraph: 008 Reference ID: 61-008-20190315

Figure 1: Criteria against which the requirement for SEA to be screened



2.1.6 Assessing the significance of the environmental effects (as set out within stage 8 of Figure 1 above) that a SPD will have depends on the requirements within it. The criteria for assessing significance are referred to in Article 3.5 and set out within Annex II of the SEA Directive, as shown below:

Figure 2: Criteria for assessing significance

1. The characteristics of plans and programmes, having regard, in particular, to
 - The degree to which the plan or programme sets a framework for projects and other activities, either with regards to location, nature, size and operating conditions or by allocating resources;
 - The degree to which the plan or programme influences other plans and programmes including those in a hierarchy;
 - The relevance of the plan or programme for the integration of environmental considerations in particular with a view to promoting sustainable development;
 - Environmental problems relevant to the plan or programme;
 - The relevance of the plan or programme for the implementation of Community legislation on the environment (e.g. Plans and programmes linked to waste- management or water protection)
2. Characteristics of the effects and of the area likely to be affected, having regard, in particular, to
 - The probability, duration, frequency and reversibility of the effects;
 - The cumulative nature of the effects;
 - The transboundary nature of the effects;
 - The risks to human health or the environment (e.g. due to accidents);
 - The magnitude and spatial extent of the effects (geographical area and size of the population likely to be affected);The value and vulnerability of the area likely to be affected due to:
 - Special natural characteristics or cultural heritage;
 - Exceeded environmental quality standards or limit values;
 - Intensive land-use;
 - The effects on areas or landscapes which have a recognised national, Community or international protection status.

2.2 Habitats Regulations Assessment

2.2.1 A Habitat Regulations Assessment (HRA) is required for a plan or project to assess the potential implications for European wildlife sites, i.e. 'European sites' or 'Natura 2000 sites'. It explores whether the implementation of a plan or project would harm the habitats or species for which the European sites are designated. The European sites are:

- Special Protection Areas (SPAs) – designated by the Birds Directive (79/409/EEC as amended and 2009/147/EC), and:
- Special Areas of Conservation – designated by the Habitats Directive (92/43/EEC).

2.2.2 In addition to SPAs and SACs, Ramsar sites are designated under the Ramsar convention. The Ramsar convention's mission is to conserve and sustainably utilise wetland habitats. Although Ramsar sites are not covered by the Habitats Regulations, as a matter of Government Policy, they should be treated in the same way as European wildlife sites (i.e. SPAs and SACs). European wildlife sites and Ramsar sites are collectively known as internationally designated wildlife sites.

2.2.3 The basis for requiring a Habitats Regulations Assessment stems from the European Council Directive 92/43/EEC on the conservation of natural habitats and of wild fauna and flora. This has been transposed into UK legislation by the Conservation of Habitats and Species Regulations 2010.

3 Affordable Housing Supplementary Planning Document

3.1 If adopted, the Affordable Housing SPD will provide guidance on the application of Local Plan Part 1: Core Strategy Policy 8 and pertinent national policy and guidance within the National Planning Policy Framework and Planning Practice Guidance. Its key role is to ensure that the required affordable housing contributions as set out within the Local Plan are delivered and that they contribute to the creation of sustainable communities as required by national policy.

3.2 The table below lists those issues which the SPD addresses:

Affordable Housing issues covered in the SPD
Affordable Housing: Onsite Provision
Encouraging the Efficient Use of Sites
Types of Residential Development
Affordable Tenure Types
Shared Ownership
Discount Market Sales Housing
First Homes
Mix of Dwelling Sizes and Tenures
Design and Layout
Phased Developments
Occupancy Restrictions and Local Connections Criteria
Essential local workers
Agricultural, Forestry and Other Workers Requiring Rural Accommodation
Exception Sites
Vacant Building Credit
Self and Custom Build Proposals
Viability Appraisal
Encouraging the Efficient Use of Sites
Types of Residential Development
Financial Contributions
Acceptance of Financial Contributions
Calculating the Financial Contribution
Unviable Proposals
Viable Proposals
Securing Affordable Housing Contributions
Section 106 Agreements and Unilateral Undertakings
Registered Providers
Proposals without a Registered Provider
Affordable Housing Scheme
Delivery within Small or Isolated Sites
Clawback Mechanisms

4. Affordable Housing SPD SEA screening assessment

- 4.1 The issues and guidance in the draft SPD (those listed in Section 3) have been used to undertake this screening exercise against the criteria in Figures 1 and 2 in Section 2 above. If the content of the SPD is amended significantly following consultation and prior to adoption, the SPD would be subject to a further screening exercise to explore whether any significant effects would occur.
- 4.2 An SEA was completed as part of the adopted Rushcliffe District Council Local Plan Part 1 (Core Strategy) (December 2014) and submitted Local Plan Part 2 (Land and Planning Policies) and this has been taken into account in this screening assessment.
- 4.3 Table 1 (below) outlines the results of the assessment against the criteria in Figures 1 and 2 in Section 2.

Table 1: SEA Criteria for determining whether an Environmental Report is required.

Stage	Yes / No	Reason
1. Is the SPD subject to preparation and/or adoption by a national, regional, or local authority OR prepared by an authority for adoption through a legislative procedure by Parliament or Government? (Art. 2(a))	Yes (go to Q.2)	The SPD will be adopted by Rushcliffe Borough Council as part of the statutory development plan following consultation on the draft SPD.
2. Is the NP required by legislative, regulatory, or administrative provisions? (Art. 2(a))	Yes (go to Q.3)	The preparation and adoption of an SPD is optional. However, once adopted by Rushcliffe Borough Council, it will become a material consideration during the determination of planning applications. It is therefore important that the screening process considers whether the NP is likely to have a significant effect and hence whether an SEA is required.
3. Is the NP prepared for agriculture, forestry, fisheries, energy, industry, transport, waste management, water management, telecommunications, tourism, town and country planning or land use <u>AND</u> does it set a framework for future development consent of projects in Annexes I and II to the EIA Directive? (Art 3.2(a))	No (go to Q.4)	The Neighbourhood Plan addresses town and country planning matters, and contains policies in relation to land use. However, this SPD addresses housing proposals which are required to make affordable housing contributions. It does not set a framework for future consents of either Annex I or Annex II of the EIA Directive, which are, as a rule major infrastructure, agricultural or tourism and leisure developments.
4. Will the NP, in view of its likely effect on sites,	No (go to Q.6)	Screening by Rushcliffe BC of development sites in Core Strategy and Land and Planning Policies did

Stage	Yes / No	Reason
require an assessment under Article 6 or 7 of the Habitats Directive? (Art. 3.2 (b))		not identify any impacts on habitats. Notwithstanding this, the provision of affordable housing is unlikely to have implications upon internationally protected sites. As the SPD does not contain 'policies', including allocations and the Borough is a considerable distance from the nearest internationally protected site or prospective site, it is concluded that it is also unlikely to significantly affect them (see HRA screening below).
6. Does the NP set the framework for future development consent of projects (not just projects in annexes to the EIA Directive)? (Art 3.4)	Yes (go to Q.8)	Although the SPD does not form part of the development plan, it is a material consideration that will inform decisions on those applications which in accordance with Policy 8 of the Core Strategy are required to make an affordable housing contribution. Whether the plan requires a full SEA will depend on whether the policies would have a significant effect on the environment.
8. Is the NP likely to have a significant effect on the environment? (Annex II of the European Directive 2001/42/EC on the assessment of certain plans and programmes on the environment sets out the criteria for determining the likely significance of effects on the environment. This section will assess the SPD against these criteria)	No	The NP will not have a significant effect on the environment. The SPD does not allocate sites or contain criteria which will influence the location of development. These policy decisions were taken through the Local Plan process. Rather the SPD seeks to ensure residential developments (which accord with the Local Plan) provide an optimal level of affordable housing (against Local Plan requirements). The provision of affordable housing, as opposed to open market housing, will not have significant effects on biodiversity, historic environment, landscape, natural resources, water or flooding, or air quality. The provision of affordable housing does have a positive effect on human health and wellbeing, as it provides housing for residents who are excluded, by the market, from owning or renting their own home.
SEA IS NOT REQUIRED		

Conclusion

- 4.4. On the basis of the SEA screening exercise in Table 1 above, it is considered that significant effects are unlikely and therefore, the draft Affordable Housing SPD does not require a Strategic Environmental Assessment (SEA).
- 4.5. Overall the SPD would have neutral or even positive effect on the environment (on health and wellbeing).

5 Affordable Housing SPD HRA appropriate assessment screening

- 5.1. This is the Habitats Regulations Assessment (HRA) of the draft Affordable Housing SPD. It accompanies the draft SPD and comprises the screening of likely significant effects of this guidance (which is a material consideration when determining planning applications) on designated and prospective European or internationally protected nature conservation sites.
- 5.2. As the SPD is subordinate to the adopted Local Plan Part 1 (Core Strategy) and Local Plan Part 2 (Land and Planning Policies), provided the SPD does not amend the policies within them (which it cannot), the conclusions of their respective HRAs provides a clear indication of the likelihood of significant effects upon an internationally designated site.

Local Plan Part 1: Core Strategy

- 5.3. Rushcliffe Borough Council adopted the Core Strategy in December 2014. This Development Plan Document contains strategic land allocations and planning policies which determine the minimal level of development at Ruddington. The Core Strategy also contains general policies on sustainable development, climate change, green belt, housing mix and tenure, design, transport, green infrastructure and biodiversity.
- 5.4. In accordance with the European Habitats Directives and Conservation of Habitats and Species Regulations 2017, the Core Strategy underwent a Habitats Regulations Assessment which determined that the plan would not significantly affect any European protected nature conservation site.

Local Plan Part 2: Land and Planning Policies

- 5.5. Local Plan Part 2 was adopted in October 2019, it was submitted for examination with a HRA Screening that concluded that the Plan would not result in likely significant effects alone or in combination. An addendum to the HRA assessed whether the Court of Justice of the European Union (12 April 2018) affected this conclusion. It was determined that it did not.
- 5.6. The conclusion that the Plan would be unlikely to have significant effects was supported by Natural England, was not challenged at examination. The inspector agreed with this conclusion.

Screening of Likely Significant Effects

- 5.7. Given the conclusions of the Local Plan HRAs it is unlikely that a subordinate SPD, which accord with the policies within the Local Plan, would significantly affect an internationally protected nature conservation site and trigger the requirement for an appropriate assessment.

Appendix A: Responses from Statutory Consultees



Cabinet

Tuesday, 8 February 2022

Edwalton Golf Course Strategic Review

Report of the Director – Finance and Corporate Services

Cabinet Portfolio Holder for Business and Growth, Councillor A Edyvean

1. Purpose of report

- 1.1. This report provides an update from the previous report to Cabinet in March 2021 on Edwalton Golf Course (EGC) and recommends a way forward for what is a significant asset for the Council.
- 1.2. In March 2021, Cabinet resolved to acknowledge the feedback from the Communities Scrutiny Group, which included that the endorsement of a golfing need at EGC be accepted; and the utilisation of £0.05m of 2020/21 project in-year budget efficiencies be allocated to undertake further detailed technical risk assessments of the site, and thereafter a further £0.25m for further master planning work, assuming the risks identified are not prohibitive so that a realistic and deliverable masterplan can be achieved for the site.

2. Recommendation

It is RECOMMENDED that Cabinet:

- a) acknowledges the detailed technical assessments that have been undertaken for the par 3 course which conclude that the site could represent a good option for residential development subject to planning, although Cabinet direction is that it is retained at the present time as an important community facility;
- b) acknowledges that there is likely to be sufficient housing supply in Rushcliffe to 2038 without the need to allocate this site within the Greater Nottinghamshire Strategic Plan but that it be included in a pipeline of potential sites for future consideration as part of the Local Plan process should the requirement for further sites arise, to be considered concurrently with the site as a community facility;
- c) endorses further detailed design assessments for the driving range business case over the next period to establish if a standalone driving range could be delivered to provide a betterment to the golfing offer on site; and

- d) explores opportunities for ecological improvements and bio-diversity net gain on the main 9-hole course through improvement management and partnership working in line with the Council Climate Change Strategy objectives.

3. Reasons for Recommendation

To ensure that the Council's EGC asset continues to deliver maximum value for money for taxpayers across the Borough, whilst providing appropriate community infrastructure and the right level of leisure provision.

4. Supporting Information

Technical Assessments

- 4.1. Following Cabinet approval to undertaken detailed technical assessments of the EGC site in line with the Knight Kavanagh and Page (KKP) recommendations, officers procured several technical assessments of the current par 3 course to better understand the opportunities and constraints of the site for potential redevelopment.
- 4.2. The technical assessments provided input on the landscape, flooding and drainage, highways and transport, ecology, and topography of the par 3 course to provide a high-level indicative masterplan.
- 4.3. The masterplan identified that given its location and proximity to services, the site was featured in the Nottinghamshire Strategic Plan Growth Options Document as a "Potential Development Site" under reference R11.1 and was confirmed to be both "Suitable" for development and a "potential area for strategic growth" by the accompanying Growth Options Study conducted by AECOM. As a result, Rushcliffe Borough Council submitted representations to the Growth Options Consultation promoting the site for residential use in March 2021.
- 4.4. The technical assessments exercise identified a number of potential constraints within the par 3 site which include the presence of a number of trees and vegetation, overhead electricity cables and Gamston Brook, which cuts through the centre of the site. These reports have confirmed that the site is within Flood Risk Zone 1 and will not affect statutorily designated sites from an ecological perspective – options to underground the electricity cables is also a possibility.
- 4.5. The Highways Report has confirmed that "there are no known transportation or highways concerns as to why development could not be supported within the Greater Nottingham Strategic Plan" whilst the Landscape Report states that due to the site being "already developed", the proposed development will only have a "minimal effect" on the wider landscape character".
- 4.6. The site, therefore, is considered to represent a good option for residential development from a planning perspective and could be included in a pipeline

of potential sites for future consideration as part of the Local Plan process should the requirement for further sites arise.

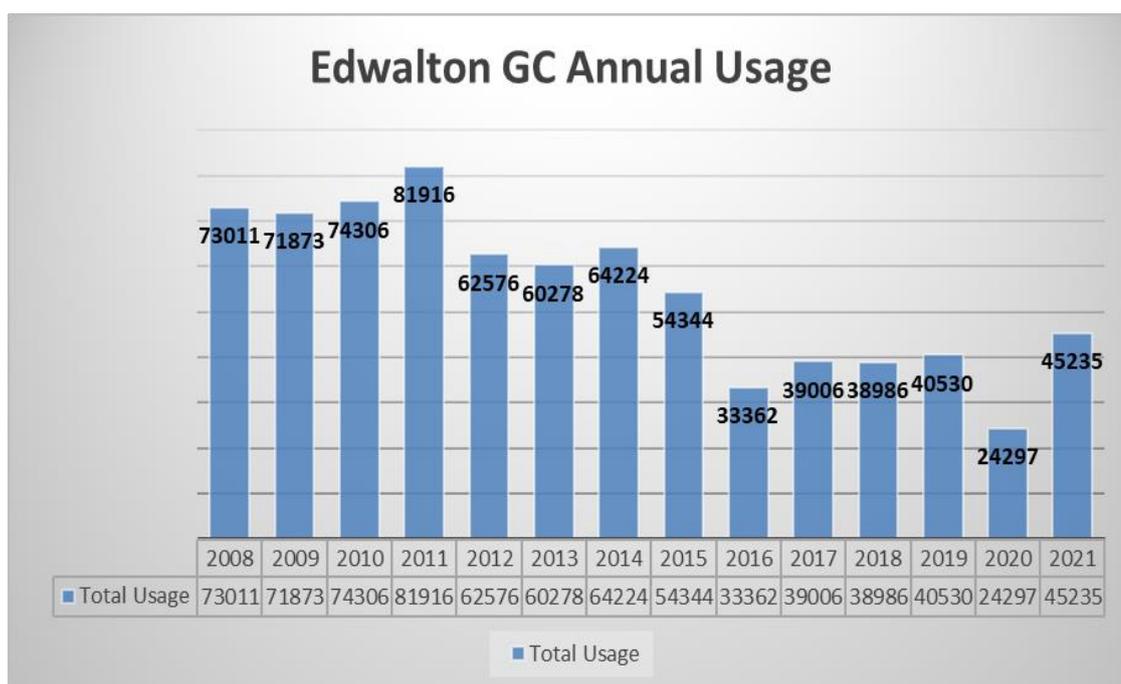
Planning Implications

- 4.7. In the current adopted Local Plan, the EGC site is “safeguarded” – not allocated for housing but could become available in the future if it was required to meet Rushcliffe’s housing allocation.
- 4.8. The Council is one of four authorities currently preparing the Greater Nottingham Strategic Plan, which will cover the period to 2038 and will, within Rushcliffe, replace the 2014 Rushcliffe Local Plan Part 1: Core Strategy. It is expected that based on current housing needs there is likely to be sufficient housing land supply to meet requirements to 2038 without the need to allocate this or other sites within the Strategic Plan (subject to major housing allocations being delivered such as at Fairham and Gamston).
- 4.9. Whilst this is the latest position, the requirement for new housing land will change over time and new sites are likely to be needed in the future. Given its existing “safeguarded” designation, there is merit in the site continuing as a potential housing site option for future consideration as part of the Local Plan process should the requirement for further sites arise.

Golf Usage

- 4.10. In March 2021, Cabinet endorsed the feedback from the Communities Scrutiny Group which included the endorsement of a golfing need at EGC. This was considering the KKP needs assessment and particularly in relation to the 9-hole main course demand.
- 4.11. Whilst the needs assessment suggested that the facility should be retained in some form the golf course has been running at a significant loss (around £44k on average over the three-year period 2017-2019). This is despite many initiatives including improvements to the clubhouse facilities, enhanced marketing and events, signage, and investment in the golf simulator. Pre-Covid usage had been declining for several years.
- 4.12. However, since the easing of the Covid-19 pandemic restrictions there has been a rise in golf participation at EGC (and across the country) with many clubs seeing people return to the sport in addition to new participants. This was further aided by golf being one of the first sports to be allowed to be played when ‘lockdown’ restrictions were eased. The table below shows the decline in golf at EGC over the period and the recent increase since the Covid-19 pandemic.

Table 1: Edwalton Golf Centre Usage



- 4.13. The recent increase in participation has also seen an improvement in the financial losses from the site and the £44k on average losses over the previous three years period has decreased with the course now broadly breaking even.
- 4.14. It is noted that the increases in golf participation and revenue position have come about via an extraordinary set of circumstances and it is not yet known whether this will be a positive legacy as a result of Covid. It does have the potential to retain, and increase the number of users, providing facilities improve and there is a high-quality golf offer.

Driving Range

- 4.15. The KKP Feasibility Study identified a new 15-20 bay modern driving range would enhance the golfing offer on the site and should also raise the profile of the retained 9-hole standard course if the par 3 Course was to be redeveloped.
- 4.16. If the redevelopment of the par 3 site is not to be progressed there remains the opportunity to develop the driving range feasibility findings to detailed design stage. This will establish if the driving range element could be delivered within a remodelled par 3; to provide a betterment to the golfing offer on site and to further improve the revenue position and future viability of the site. Further due diligence regarding the financial case will also be undertaken to introduce a much improved and complimentary driving range to the existing golf offer. This work has been delayed due to a lack of availability of consultants.

Ecology and Biodiversity

- 4.17. The main 9-hole course includes several features of ecological value including established woodland, ruderal habitats, and scrub within the 'rough', especially to the west of the site adjacent to the churchyard of Church of the Holy Rood, Edwalton, three ponds supporting populations of Great Crested Newts are also present and remnant ridge and furrow features.
- 4.18. The Golf Club Committee members with the support of the Wildlife Trust and the operators Glendale have indicated their desire to undertake projects such as woodland diversification and enhancement, rough enhancement, rewilding, and pond management which all would add ecological value and biodiversity net gain and should be developed as part of an Ecological Management Plan in line with the Council's Climate Change Strategy objective.

5. Alternative options considered and reasons for rejection

- 5.1 The Council could undertake to do nothing further with the site and retain the status quo. This is rejected as further work would indicate other options will provide better value for money for Rushcliffe residents.
- 5.2 The Council could dispose of the par 3 course for housing – this is rejected as currently there is no housing need.
- 5.3 The Council could re-wild all aspects of the course, in doing so, under current planning regulations, this may prohibit any future housing development and effectively writing a potential future significant capital receipt. Furthermore, it will cost more to maintain the site and any further loss of the course could result in a worsening of the golfing offer.

6. Risks and Uncertainties

The Council could submit the site for consideration as part of the Greater Nottingham Strategic Plan Consultation but given that there is likely to be sufficient housing supply in Rushcliffe to 2038 without the need to allocate this site it would likely be rejected and, therefore, would not be a prudent use of Council resources at this time.

7. Implications

7.1. Financial Implications

- 7.1.1. There remains £20k of the £50k original budget for the technical risk assessment, which can be utilised for further due diligence work and the business case in relation to the driving range at approximately £5k, the remaining underspend in 2021/22 would be allocated to re-wilding at £5k per annum over the next three years.
- 7.1.2. The £0.25m allocated for further master plan work of the site is no longer required and will increase the Council's 2021/22 revenue

budget efficiencies. It should also be noted that the potential net-capital receipt from developing the par 3 part of the site is estimated at £10m.

7.2 Legal Implications

There are no immediate legal implications arising. Future changes of use for the site/development will be subject to planning approval.

7.3 Equalities Implications

No equalities implications at this stage but any review would consider the equality and diversity requirements of the residents of the Borough.

7.4 Section 17 of the Crime and Disorder Act 1998 Implications

There are no immediate Section 17 implications at this stage.

8. Link to Corporate Priorities

Quality of Life	EGC is an underutilised asset and changes to its use is likely to improve the quality of life.
Efficient Services	Currently EGC is at best breaking even and in the recent past loss making and therefore effectively subsidised by the existing leisure contract and is an inefficient use of Council resources. Future plans for the site should look to address this.
Sustainable Growth	Potential alternative use of EGC should be considered in the context of the growing size of population of the borough and its leisure needs
The Environment	It is accepted that EGC is a large green space and a 'lung' within Rushcliffe. Any alternative use of the asset will have to sensibly consider environmental issues. Opportunities for ecological enhancement should be incorporated in the future management of the site in line with the Council's Climate Change Strategy commitments

9. Recommendation

It is RECOMMENDED that Cabinet:

- a) acknowledges the detailed technical assessments that have been undertaken for the par 3 course which conclude that the site could represent a good option for residential development subject to planning, although Cabinet direction is that it is retained at the present time as an important community facility;
- b) acknowledges that there is likely to be sufficient housing supply in Rushcliffe to 2038 without the need to allocate this site within the Greater Nottinghamshire Strategic Plan but that it be included in a pipeline of

potential sites for future consideration as part of the Local Plan process should the requirement for further sites arise, to be considered concurrently with the site as a community facility;

- c) endorses further detailed design assessments for the driving range business case over the next period to establish if a standalone driving range could be delivered to provide a betterment to the golfing offer on site; and
- d) explores opportunities for ecological improvements and bio-diversity net gain on the main 9-hole course through improvement management and partnership working in line with the Council Climate Change strategy objectives.

For more information contact:	Peter Linfield Executive Manager - Finance and Corporate Services Tel: 0115 9148439 plinfield@rushcliffe.gov.uk
Background papers available for Inspection:	Cabinet Report 9 March 2021 - Edwalton Golf Course Strategic Review Communities Scrutiny Group Report 28 January 2021- Edwalton Golf Course Strategic Review Cabinet Report 14 January 2020 Edwalton Gold Course Update Cabinet Report 13 June 2017 – Concluding Report of the Edwalton Golf Course Strategic Asset Review Member Group
List of appendices:	

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Cabinet

Tuesday, 8 February 2022

Planning Committee Pilot

Report of the Director – Development and Economic Growth

Cabinet Portfolio Holder for Business and Growth, Councillor A Edyvean

1. Purpose of report

- 1.1. At the Cabinet meeting of 8 June 2021, the following recommendations were approved in relation to changes to the Planning Committee for a trial period:
 - a. the proposals set out are piloted for six months from August 2021;
 - b. the pilot proposals are included in the Council's Constitution (where necessary) and presented at Full Council on 1 July 2021; and
 - c. a further report is brought to Cabinet after six months to consider the findings of the pilot period, with recommendations for Planning Committee changes going forward.
- 1.2. The purpose of this report is to bring back the findings of the pilot period and recommend their permanent change.

2. Recommendation

It is RECOMMENDED that:

- a) the temporary changes implemented during the Planning Pilot period are adopted, including a meeting time of 2.30pm to 6pm (with an option for a half hour extension); and
- b) the Monitoring Officer amend the Constitution to give effect to the permanent arrangements.

3. Reasons for Recommendation

- 3.1. The Council is required to have in place a Planning Committee, it is a statutory function of the Council. The committee is responsible for making decisions on planning applications as set out in the committee terms of reference. Meetings of planning committee are public meetings; it is imperative that the Committee is efficient and effective in process and decision making. The changes made during the planning pilot included having a focus on strategic decision making,

efficiency of officer presentations, and changing the committee time from a 6.30pm to a 2.30pm start time.

- 3.2. During the pilot, following an initial settling in period, Planning Committee has been operating efficiently with the new arrangements and following a survey of those attending Planning Committee, it is recommended that the changes are put in place permanently, including the earlier start time.

4. Supporting Information

- 4.1. The pilot changes fell into two categories of general housekeeping to improve the efficiency of the Committee meetings and using the limited time available in the most effective way, including changes to officer presentations, and encouraging Councillors to raise points of clarification with officers earlier in the process.

- 4.2. The second category related to changes in the way Planning Committee operates, this included:

- 4.2.1 Moving the meeting time to 2.30pm - 6pm (with the potential for a half hour extension in order to conclude business) - there were several reasons for recommending this, including:

- Determination of planning applications is complex and requires full concentration, meetings running late into the evening do not provide officers and Councillors with the best opportunity to make optimum decisions.
- Allows for the best use of officer time – the earlier start time will allow the individual case officer to present their report to the Committee, allowing for personal and professional development of officers.
- It provides for enhanced resilience in the planning officer team by sharing the undertaking of Committee duties and allows the Service Manager for Planning to refocus on the more strategic aspects of Development Management.

- 4.2.2 Objections from Ward Councillors must be based on material planning considerations and policy conflicts in order to trigger an application being placed on a Committee agenda for determination, rather than by officers by delegation. An objection without a clearly defined material consideration or policy conflict will not trigger an application being referred to Planning Committee.

- 4.2.3 Ward Councillors to comment on applications within the statutory consultee timeframe of 21 days (where relevant information is available). Further comments outside this timeframe can be made on new information only. This replaces accepting objections up until the point of determination; an objection at this stage can significantly delay the

application being determined in the statutory timeline and open up the Council to appeal against non-determination.

4.2.4 Investigate the use of an electronic voting system.

4.3. Feedback during the pilot period has been mixed, with concern from some Councillors regarding the earlier start time of 2.30pm. These concerns relate to:

- Reduced availability of Councillors to attend a daytime meeting due to other work commitments, thereby reducing the diversity of the Committee membership.
- Reliance on substitutes as a consequence of the above point – impact on reliable attendance at Committee meetings.
- Inconvenience to applicants and members of the public speaking to or objecting to an application.

4.4. Due to the mixed feedback, a survey was conducted and asked the following groups which meeting start time was preferred:

- 30 Agents/Architects acting on behalf of applicants.
- 15 Planning Committee Members including regular subs.
- 15 Applicants/Objectors who came to speak at Committee in the last six months.
- 15 Planning officers who attend Committee.

4.5. The results were:

- 2.30pm to 6pm – 39 preferred.
- 6.30pm to 10pm – 7 preferred.

4.6. Given the support shown in the survey, plus the benefits outlined in the report, it is recommended that the Planning Committee meeting time moves to a 2.30pm start and this change is made in the Constitution.

5. Alternative options considered and reasons for rejection

The alternative is for Planning Committee to revert to committee arrangements as it was before the pilot. This would mean the improved efficiencies would not be realised and risks the Council not adapting to the changing and increasing demands put upon the Planning Service.

6. Risks and Uncertainties

6.1. The risk in doing nothing is ineffective workflow of planning applications being determined in a timely way. This will damage the Council's reputation and credibility. Non-determination also runs the risk of costly court proceedings against the Council.

6.2. The risk of moving the Committee meeting to earlier in the day is the availability of Committee Members being able to attend and retaining the diversity of Committee membership.

7. Implications

7.1. Financial Implications

There are no direct financial implications resulting from the recommendations in this report. When applications are not taken within statutory timescales, it leaves the Council open to appeal against non-determination. The Council incurs costs in defending these actions.

7.2. Legal Implications

There are no specific legal implications arising from this report, as it confirms arrangements for the Council's planning committee. The Council has a duty to balance its resources, these proposals support the foundations of good governance and decision making.

7.3. Equalities Implications

Planning Committee is a public meeting, which can be attended in person or viewed on the Council's YouTube channel.

7.4. Section 17 of the Crime and Disorder Act 1998 Implications

There are no crime and disorder implications arising from this report.

8. Link to Corporate Priorities

Quality of Life	Open, fair, and transparent decision making through Planning Committee public meetings
Efficient Services	The changes lead to a more efficient and effective use of officer and Councillor time
Sustainable Growth	Strategic Planning decisions are key in determining the growth and development of the Borough
The Environment	Strategic Planning decisions have a direct impact on the environment and sustainability of the growth of the Borough

9. Recommendation

It is RECOMMENDED that:

- a) the temporary changes implemented during the Planning Pilot period are adopted, including a meeting time of 2.30pm to 6pm (with an option for a half hour extension);
- b) the Monitoring Officer amend the Constitution to give effect to the permanent arrangements.

For more information contact:	Leanne Ashmore Director – Development and Economic Growth 0115 914 8578 lashmore@rushcliffe.gov.uk
Background papers available for Inspection:	Reports to Cabinet: 08 June 2021 Planning Committee Pilot 17 April 2017 Planning Peer Challenge 13 June 2017 Planning Peer Challenge – initial actions requiring constitutional amendments
List of appendices:	None

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