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Our reference:
Your reference:
Date: Wednesday, 23 February 2022

To all Members of the Council

Dear Councillor

A Meeting of the Council will be held on Thursday, 3 March 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

Moment of Reflection

1. Apologies for absence
2. Declarations of Interest
3. Minutes of the meeting held on 2 December 2021 (Pages 1 - 16)
To receive as a correct record the minutes of the Meeting of the Council held on 2 December 2021.
4. Mayor's Announcements
5. Leader's Announcements
6. Chief Executive's Announcements



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8.30am - 4.30pm

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7. Citizens' Questions

To answer questions submitted by Citizens on the Council or its services.

8. 2022/23 Budget and Financial Strategy (Pages 17 - 160)

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

9. Council Tax Resolution 2022/23 (Pages 161 - 168)

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

10. Levelling Up White Paper and Devolution Opportunities (Pages 169 - 182)

The report of the Chief Executive is attached.

11. Upper Saxondale Community Governance Review (Pages 183 - 200)

The report of the Chief Executive is attached.

12. Hickling Parish Neighbourhood Plan (Pages 201 - 206)

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

13. Notices of Motion

To receive Notices of Motion submitted under Standing Order No.12

- a) This Council recognises the contribution that solar power can make in moving Rushcliffe towards net zero carbon by means of solar power generation in/on new buildings, and also that it is possible to position, design, build and operate solar farms to produce valuable renewable energy in a way that benefits the community, biodiversity, wildlife, and recreational enjoyment of the countryside. However, Council also recognises the potential negative impacts of solar farms, for example in terms of loss of agricultural land, management methods that reduce biodiversity, restriction of movement of wildlife, loss of habitat variety, reduced recreational access to the countryside, negative impact on the landscape and openness of the countryside, and impact on the amenity of neighbouring residents.

Council will:

1. Before the next Local Plan, issue planning guidance to:
 - maximise opportunities for solar power generation and

- energy efficiency in new buildings, in line with current Local Plan and National policies; and
- supplement Policy 16 of Local Plan Part 2 in terms of the location and design of solar farms to help ensure negative impacts are minimised.
2. In the next Local Plan:
 - strengthen policies to achieve improved solar power generation and energy efficiency in new buildings; and
 - advance the positive benefits of solar farms for the community, whilst protecting against the negative impacts.
 3. Call on the government to strengthen national planning policies relating to solar power generation and energy efficiency in new buildings so that this does not rely on local policies.

Councillor C Thomas

- b) Council recognises that use of chemical pesticides (including herbicides and insecticides) has the potential to harm the health of our residents and have negative impacts on the environment and biodiversity. Council resolves to:
 1. Build on existing actions to reduce the use of pesticides in its own operations, replacing with less harmful alternatives over a three year period, except for a small list of permitted exceptions to be determined.
 2. Work with partner organisations, including Nottinghamshire County Council, to influence their own use of the pesticides in public areas within Rushcliffe.
 3. Conduct a public awareness campaign and otherwise use its influence to encourage the public and businesses in Rushcliffe to similarly eliminate the use of pesticides on their own land.
 4. Include appropriate advisory notes in planning consents for residential developments which include public open spaces to incorporate construction management plans and ongoing management agreements for public open space which are similarly pesticide-free.

Councillor L Way

14. Questions from Councillors

To answer questions submitted by Councillors under Standing Order No. 11(2)

Membership

Chairman: Councillor S Mallender

Vice-Chairman: Councillor T Combellack

Councillors: R Adair, S Bailey, B Bansal, M Barney, K Beardsall, N Begum, A Brennan, B Buschman, R Butler, N Clarke, J Cottee, G Dickman, A Edyvean, M Gaunt, P Gowland, B Gray, L Healy, L Howitt, R Inglis, Mrs C Jeffreys, R Jones, R Mallender, D Mason, G Moore, J Murray, A Phillips, V Price, F Purdue-Horan, S J Robinson, K Shaw, D Simms, J Stockwood, Mrs M Stockwood, C Thomas, R Upton, D Viridi, J Walker, R Walker, L Way, G Wheeler, J Wheeler and G Williams

Meeting Room Guidance

Fire Alarm Evacuation: In the event of an alarm sounding please evacuate the building using the nearest fire exit, normally through the Council Chamber. You should assemble at the far side of the plaza outside the main entrance to the building.

Toilets: Are located to the rear of the building near the lift and stairs to the first floor.

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

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

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.

Rushcliffe Borough Council is committed to being open and transparent in its decision making. As such, the Council will undertake audio recording of meetings which are open to the public, except where it is resolved that the public be excluded, as the information being discussed is confidential or otherwise exempt



MINUTES OF THE MEETING OF THE COUNCIL

THURSDAY, 2 DECEMBER 2021

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

PRESENT:

Councillors S Mallender (Chairman), T Combellack (Vice-Chairman), R Adair, S Bailey, B Bansal, M Barney, K Beardsall, A Brennan, R Butler, J Cottee, G Dickman, A Edyvean, M Gaunt, P Gowland, B Gray, L Healy, L Howitt, R Inglis, Mrs C Jeffreys, R Jones, R Mallender, D Mason, G Moore, J Murray, A Phillips, V Price, F Purdue-Horan, S J Robinson, K Shaw, C Thomas, R Upton, D Viridi, J Walker, R Walker, L Way, G Wheeler, J Wheeler and G Williams

OFFICERS IN ATTENDANCE:

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

APOLOGIES:

Councillors N Begum, B Buschman, N Clarke, D Simms, J Stockwood and Mrs M Stockwood

34 Declarations of Interest

The following declarations of interest were made in respect of Item 13 Bingham Improvement Board:

- a) Councillor Purdue-Horan declared a non-pecuniary interest as a member of Bingham Town Council and stated that he would not take part in the consideration of the item.
- b) Councillor Williams declared an interest as a member of Bingham Town Council and as a named person in the report and stated that he would leave the room and would not take part in the consideration of the item.

35 Minutes of the meeting held on 30 September 2021

The Leader advised that Councillor Jones wished to make an amendment to the minutes and invited him to do so.

Councillor Jones referred to minute 32 Notices of Motion and advised that for Motion c) his vote had been incorrectly minuted in the recorded vote as against, when he had voted in favour of the motion, and requested that the correction be noted.

The minutes of the meeting held on Thursday, 30 September 2021, were approved as a correct record, subject to the agreed amendment referred to above, and signed by the Mayor.

36 Mayor's Announcements

The Mayor informed Council that she had attended numerous events across the Borough since the last Council meeting. Those events had included pumpkin carving in West Bridgford, Armistice Day and Remembrance Sunday services, together with the West Bridgford Christmas Lights Switch On. The Mayor highlighted an event that she had attended in the Market Square in Nottingham to show her support for the United Nations International Day for the elimination of violence, where she was joined by Rushcliffe's MP Ruth Edwards to promote the 'Orange the world: end violence against women now' campaign.

The Mayor thanked Farah Jamil for providing refreshments, which would follow the Council meeting and informed Councillors that Farah ran 'Meet, Greet and Eat' which was an organisation which provided support for adults with additional needs and provided them with work experience opportunities in food distribution.

The Mayor reminded Councillors to donate raffle prizes for her Christmas Party, which would raise funds for her chosen charities: Nottinghamshire Wildlife Trust, Musicworks and the Trent District Community First Responders.

37 Leader's Announcements

The Leader welcomed Councillor Price to her first Council meeting and passed on his best wishes from everyone at the Council to Councillor Clarke, who was currently recovering from an operation, and wished him a speedy recovery.

The Leader referred to the Integrated Rail Plan (IRP), which had recently been published and reflected on the huge implications for Rushcliffe, with the HS2 Hub coming to East Midlands Parkway. The significant investment of over £12 billion to the region was welcomed, as were the planned improvements to the Midlands mainline, which would substantially reduce travel times, helping to improve business links and connectivity.

The Leader referred to two major consultations currently underway, firstly for the Water Bridge to be constructed over the River Trent, forming a crossing from Colwick to Lady Bay; and secondly for the Local Development Order for the Ratcliffe on Soar Power Station site, which again will have huge implications for the Borough, and Councillors were asked to participate in both of those consultations.

The Leader referred to recent press coverage regarding future housing

numbers and advised Council that on the Joint Planning Advisory Board, of which Councillor Upton was a member, discussions were ongoing due to the fact that the City Council was unable to fulfil its housing requirements. The Leader confirmed that Rushcliffe was supporting the City Council in petitioning the Government to get its numbers reduced and asking it to be more creative with its planning; however, protecting Rushcliffe's Green Belt would be of paramount importance and Councillor Upton has been tasked with ensuring that the Borough's best interests were secured.

The Leader concluded by wishing everyone a very merry Christmas and a happy New Year.

38 Chief Executive's Announcements

There were no Chief Executive's announcements.

39 Petitions

Under Standing Order 10, the Mayor invited Mr Storey to present the petition entitled 'Community Governance Review'.

Mr Storey introduced himself as Chairman of the Upper Saxondale Residents Association, a group of resident volunteers seeking to create a new Parish of Upper Saxondale.

Mr Storey provided a brief historical background of the 25 year old David Wilson housing development and highlighted that Upper Saxondale was split between the Parishes of Cropwell Butler and Radcliffe on Trent. Mr Storey explained that it was the desire of the Upper Saxondale Residents' Association with the support of the community to create a separate Parish with its own identity.

Mr Storey explained that should the governance review be successful, the Residents' Association would commit to a seamless transition of the village hall and land to the new Parish Council, which would then provide a continuous management of the community assets.

40 Citizens' Questions

There were no Citizen's Questions.

41 Local Government Boundary Commission for England Draft Proposals for Rushcliffe

The Leader and Portfolio Holder for Strategic and Borough Wide Leadership, Councillor Robinson presented the report of the Chief Executive, which asked Council to consider the comments made by Councillors contained in the draft response to the Local Government Boundary Commission for England (LGBCE) consultation and approve the document before it was presented to the LGBCE.

Councillor Robinson noted the following recommendations by the LGBCE:

- Council to stay at 44 Councillors
- 21 new wards – four fewer than there are now
- More multi-member wards than currently
- Boundaries of most wards changing (three stay the same)
- Names of some wards changing
- Two town / parish councils affected (Bingham and Radcliffe)

Councillor Robinson noted the recommendation outlined in the draft response that the LGBCE should visit both Bingham and the existing Trent Bridge and Lady Bay wards in light of the comments made by Councillors regarding their proposals. It was accepted that Covid-19 had made it difficult for the LGBCE to undertake onsite visits during the earlier stages of consultation; however, visits were now recommended in order for the LGBCE to gain a better understanding of the diversity of community identity between very different but geographically coterminous areas.

Councillor Brennan seconded the recommendations in the report and noted that the majority of the Council's wards had grown significantly in the past couple of years and agreed with the Leader's comments that the LGBCE needed to visit communities such as Tollerton and Lady Bay.

Councillor J Walker supported the recommendations in the report and thanked the LGBCE, officers and Councillors for their work. Councillor Walker referred to comments made by Councillors relating to the increased number of multi-member wards and she stated that three member wards would lead to a lack of representation in the Council Chamber and that the Labour Group would prefer a maximum of two Councillors per ward.

Councillor Jones supported the recommendations but was disappointed that the LGBCE did not respond to the Council's request of increasing the number of Councillors in Rushcliffe to 46.

Councillor R Mallender noted that the recommendations of the LGBCE did not reflect the reality of future development for Rushcliffe over the next few years.

Councillor Gowland noted that despite the report stating that there was general consensus that multi-member wards worked well in non-parished or suburban areas, she did not agree with this and believed that they were also undemocratic in non-parished areas such as West Bridgford.

Councillor R Walker stated that he had worked with Councillor Barney and the parish councils affected by the proposed Barton in Fabis, and Soar Valley wards and it was noted that their comments reflected a clear consensus on a desired way forward, with an alternative suggestion being put forward to the LGBCE's draft recommendation. The alternative suggestion was broadly in line with the current text of the Council's draft response, namely the retention of the existing Gotham ward boundaries, with the Sutton Bonington ward having both Normanton and Stanford on Soar being added to it. However, the report referred to Gotham being a single member ward, which would lead to the Borough having only 43 Councillors, and in light of the agreement of all the parishes, it was hoped that the Council's response could be amended to reflect

the need for an additional Councillor in the Gotham ward.

Councillor Purdue-Horan was disappointed to see the abolishment of the Bingham East and Bingham West wards but agreed that a proposed Bingham North and Bingham South ward was the logical attempt to combine the communities of Bingham. Councillor Purdue-Horan did raise objections to the creation of an enormous East Bridgford ward and the Aslockton and Cropwell ward as a multi-member ward. He commented that the existing Cramner ward already had a strong community and that a multi-member ward would not work in the rural areas covering existing parts of the Thoroton, Cramner, Radcliffe on Trent ward and the whole of the Cropwell ward.

Councillor Barney endorsed the statements of Councillor R Walker and was pleased that all of the parish councils involved supported the recommendations made by Councillor R Walker.

It was proposed by Councillor Robinson and seconded by Councillor Brennan and **RESOLVED** that:

- a) the draft response to the second stage of the LGBCE consultation be approved; and
- b) officers be instructed to submit the document on the Council's behalf.

42 **Community Infrastructure Levy Allocation and Spend Process**

The Portfolio Holder for Business and Growth, Councillor Edyvean presented the report of the Director – Development and Economic Growth outlining the draft Community Infrastructure Levy (CIL) Framework Appraisal document and the proposed allocation and spend process.

Councillor Edyvean confirmed that the CIL had now been in force in the Borough for two years, and the proposals being considered had been scrutinised by the Growth and Development Scrutiny Group and approved by Cabinet. Council noted that the report set out the criteria for using CIL money, together with ways in which the funds could be spent across the Borough and a list of potential projects, details of which were highlighted in the Appendix to the report.

Councillor Edyvean referred to section 4.12 of the report, which outlined the process for the protocol of spending CIL funds. Council noted that within the report, reference was made to the additional money, which would be made available to both parished and non-parished areas without a Neighbourhood Plan. Currently, parishes with a Neighbourhood Plan were allowed 25% of CIL monies collected within their parish, and that money could be used for local projects, within the guidelines of the CIL protocol. By law, parishes or areas without a Neighbourhood Plan were only allowed to receive 15% of CIL monies and Council was advised that it was the wish of both the Scrutiny Group and Cabinet that this percentage should be levelled up by giving an additional 10%. However, it was stressed that the additional 10% would have to be spent locally and within the strategic spend priorities.

In conclusion, Councillor Edyvean referred to comments received from Councillors regarding the importance of ensuring that CIL monies were spent, and Council was advised that parishes without Neighbourhood Plans would be offered support and advice regarding spending the additional funds in a timely manner. An information pack was being produced and Councillors would also be offered training, to allow them to help their own parishes and communities. Clerks would be given training, there would also be regular updates at the Town and Parish Forum meetings and finally, there would be annual monitoring, and parishes would be encouraged to spend their CIL monies.

Councillor Moore seconded the recommendation and reserved the right to speak.

Councillor J Walker referred to the complexity of CIL and recognised the difficulties for officers in dealing with this issue. Council was informed that the Labour Group supported any scheme, which brought money into local communities and asked that parishes and communities continued to be offered support as they navigated this difficult process. Councillor Walker concluded by referring to real life problems being caused by inconsistent policies, and in welcoming the progress made through this report, reaffirmed her objections to the overly bureaucratic and complex nature of the process that could see communities not accessing funds.

Councillor Jones confirmed that in supporting the recommendation, the complexity of the issue was acknowledged. As West Bridgford had no parish council, it was hoped that the consultation would be as extensive as possible, to cover all community groups.

Councillor R Mallender welcomed the report, thanked officers, and reiterated the complexity of CIL funding. It was pleasing to note that training would be made available, and the information pack too, and it was hoped that this support would be extended to West Bridgford, in particular the West Bridgford Area Local Forum. Council was advised that a community group in West Bridgford was currently working on its own Neighbourhood Plan, which was very encouraging.

Councillor Thomas stated that the Council had been collecting CIL monies for over two years, and as yet, none had been spent from the strategic CIL pot. The report did not identify what the money would be spent on, it simply described the process that would be used, which was only a small step forward, as the funds continued to be collected. Council was advised that the single most important issue to local residents concerned the lack of infrastructure being built to support the increasing number of new housing developments. Councillor Thomas noted that developers were contributing significant sums, and it was hoped that everyone would agree how important it was to use those funds. Officers were thanked for their hard work, and it was acknowledged that the processes in place were mostly sound; however, Councillor Thomas considered that the provision for areas without a Neighbourhood Plan to be able to access an additional 10% of funding would be unworkable, and given the complexity of the CIL regulations, there would be very little flexibility as to what that 10% could be spent on. Councillor Thomas considered that the process would add an additional layer of complexity, take

up officer time, frustrate and confuse parishes and local communities, and worst of all, it would tie up the money and slow down the process further. Councillor Thomas concluded by welcoming the assurances that training and advice would be made available and reiterated the importance of that being clear and understandable for everyone, with input from scrutiny on the drafts, and that a date should be set for the infrastructure list to be reviewed, with Councillor involvement. Councillors should also be provided with regular reviews of funds spent and those remaining, at least annually, and finally the importance of all Councillors understanding the process was emphasised.

Councillor Butler referred to his role as the Vice-chairman of the Growth and Development Scrutiny Group and confirmed that members had worked extremely hard on this issue and he was pleased to support the recommendations. CIL and Section 106 contributions were complex issues, and the importance of training had already been raised, and Councillor Butler suggested that developers and applicants would benefit from training and advice as well.

Councillor Upton referred to Radcliffe on Trent Parish Council and confirmed that when the Parish Council had been preparing its Neighbourhood Plan, it had received considerable advice and support and he advised that there were now five or six plans being prepared in the Borough, which were in themselves complicated. Council was reminded that in late 2019, it had adopted the CIL and Councillor Upton confirmed that it had been agreed at the time that all areas would receive 25%, not just those areas with a Neighbourhood Plan. The complexity of the issues was reiterated, it was acknowledged that it had taken time to come to this point, and this would provide an equitable solution to ensure that all areas were treated equally, especially areas that did not have the resources to develop a Neighbourhood Plan.

Councillor Moore supported Councillor Upton's comments and stated that he had never agreed with the disparity between areas and also acknowledged that it was a slow and complex process, and it was therefore important to support the report and ensure that money could be distributed as soon as possible. Councillor Moore advised that as of today, £6.3m of Section 106 money had been either spent or allocated in East Leake.

It was proposed by Councillor Edyvean and seconded by Councillor Moore and **RESOLVED** that:

- a) the adoption of the draft CIL Framework Appraisal document and the proposed allocation and spend procedure be approved; and
- b) the Director – Development and Economic Growth, in consultation with the Cabinet Portfolio Holder for Business and Growth be delegated authority to make minor amendments to the Framework, as necessary.

43 **Gambling Act 2005 - Draft Statement of Licensing Principles 2022-2025**

The Portfolio Holder for Neighbourhoods, Councillor Inglis presented the report of the Director – Neighbourhoods, which recommended that Council approve the Statement of Licensing Principles 2022-2025 as required by the Gambling

Act 2005. It was noted that the Council was required to produce a Gambling Act 2005 Statement of Principles upon which it would base its decisions, and once approved the final Policy will be published by no later than 3 January 2022.

The Portfolio Holder for Neighbourhoods highlighted the three licensing objectives set out in the Act as follows:

- Preventing gambling from being a source of crime or disorder, being associated with crime or disorder or being used to support crime;
- Ensuring that gambling was conducted in a fair and open way; and
- Protecting children and other vulnerable people from being harmed or exploited by gambling.

It was noted that the Draft Statement of Principles had been fully considered and endorsed by the Council's Licensing Committee at its meeting on 4 November 2022.

Councillor J Walker, Councillor Jones, Councillor R Mallender and Councillor Thomas all supported the recommendation in the report.

It was proposed by Councillor Inglis and seconded by Councillor Williams and **RESOLVED** that Council approves the Statement of Licensing Principles 2022-2025.

44 **PSAA External Audit Contract 2023/24 Re-Tender 2023/24 to 2027/28**

The Portfolio Holder for Finance and Customer Access, Councillor Moore presented the report of the Director – Finance and Corporate Services, which recommended that Council accepted the Public Sector Audit Appointments Invitation to opt into the sector-led option for the appointment of external auditors from 1 April 2023 until 31 March 2028. Councillor Moore informed Council that by opting in it would ensure that the Council complied with the Local Audit and Accountability Act 2014 and ensured value for money in the procurement of external auditors.

Councillor Viridi seconded the recommendation and informed Council that the audit market was challenging and not without risk. He advised that this approach provided best value and good governance arrangements.

Councillor Gray, Councillor Jones, Councillor R Mallender and Councillor Thomas all supported the recommendation in the report.

It was proposed by Councillor Moore and seconded by Councillor Viridi and **RESOLVED** that the Council accepted the Public Sector Audit Appointments' Invitation to opt into the sector-led option for the appointment of external auditors from 1 April 2023 until 31 March 2028.

45 **Bingham Improvement Board**

Councillor Williams left the Council Chamber and did not take part in the following debate or vote.

Councillor Purdue-Horan left his seat but remained in the Council Chamber and did not take part in the following debate or vote.

The Leader and Portfolio Holder for Strategic and Borough Wide Leadership, Councillor Robinson presented the report of the Chief Executive, which provided the Council with an update detailing the membership and terms of reference of the Bingham Improvement Board.

It was noted that at the September 2021 Council meeting, Council had received a petition from The Bingham Deserves Better pressure group, presented by Mr Anthony Fox, calling for a community governance review of Bingham Town Council, and considered whether the petition was valid. Whilst Council did not accept the petition it did resolve to support a commitment to working collaboratively with Bingham Town Council and to offer to set up an Improvement Board to review governance and improvement issues at the Town Council.

Councillor Robinson informed Council that following the Council's meeting in September, the Chief Executive had written to Bingham Town Council offering Rushcliffe Borough Council's support in setting up an Improvement Board. This was debated at the Bingham Town Council meeting on 19 October and agreed.

It was noted that the Chief Executive had met with Neil Taylor, former Chief Executive of Bassetlaw District Council, Jonathan Owen, Chief Executive of the National Association of Local Councils and David Pye, Advisor at the Local Government Association and parish councillor, who have agreed to be on the Improvement Board alongside two Town Councillors. Additionally, the draft terms of reference for the Board were submitted to the Town Council and were debated and approved at an Extraordinary Council meeting on 23 November.

Councillor Robinson outlined the next steps for the Bingham Improvement Board, which would include the independent members visiting Bingham and meeting Bingham Town Councillors. The Board would then develop a work programme and arrange meetings. The outcomes of those meeting would be reported back to Bingham Town Council and Rushcliffe Borough Council.

Councillor Edyvean seconded the recommendation and reserved the right to speak.

Councillor Gaunt supported the recommendations outlined in the report and was pleased to see that progress had been made since the last Council meeting. Councillor Gaunt noted that the Bingham Improvement Board was made of all male members and would have preferred to have some female members too and also criticised the use of the word 'chairman' in the report.

Councillor Howitt, Councillor R Mallender and Councillor Thomas all supported the recommendations in the report.

Councillor Edyvean responded to the comments of Councillor Gaunt and assured him that the Council did support inclusivity and that the members of the Bingham Improvement Board had the right skills and experience.

Councillor Robinson noted that two substitute members of the Board representing Bingham Town Council were female and that the senior officers supporting the Board, Mrs Sanjit Sull and Mrs Joanne Riddle were both women.

It was proposed by Councillor Robinson and seconded by Councillor Edyvean and **RESOLVED** that:

- a) the progress made and the joint commitment by Rushcliffe Borough Council and Bingham Town Council to deliver an Improvement Board in 2022 be noted; and
- b) a further update report be received by Cabinet in Summer 2022.

46 **Committees Membership Update**

The Leader and Portfolio Holder for Strategic and Borough Wide Leadership, Councillor Robinson presented the report of the Director – Finance and Corporate Services, outlining changes to the appointments to committees and member groups for 2021/22 following the election of Councillor Vicky Price in October 2021, and due to changes to the membership of the Conservative Party.

Councillor Robinson confirmed that this was an administrative item, to reflect the changes referred to in the report. Council also noted that a working group was to be established to oversee the construction of the new crematorium, which the Leader had suggested, given that this approach had been used successfully before when the Arena was constructed, and was currently working well for the Bingham Leisure Centre development. The importance of cross-party involvement was emphasised, and given its strategic importance, Councillor Robinson advised that it was therefore appropriate to incorporate the crematorium into the Bingham Chapel Lane Member Working Group. Council noted that the new group would be called the Bingham Chapel Lane and Crematorium Member Working Group, and that the Monitoring Officer be granted delegated authority to revise the terms of reference of the Group.

Councillor Edyvean seconded the recommendations and was pleased to note that the changes would allow the newly elected member to sit on various groups.

Councillor J Walker, Jones, R Mallender and Thomas all supported the recommendations in the report.

It was proposed by Councillor Robinson and seconded by Councillor Edyvean and **RESOLVED** that:

- a) the changes to committee memberships as set out in the Appendix to the report be approved;
- b) the renaming of the Bingham Chapel Lane Member Working Group to the Bingham Chapel Lane and Crematorium Member Working Group be

agreed, and the Monitoring Officer be granted delegated authority to revise the terms of reference of the Group.

47 Notices of Motion

- a) The following Notice of Motion was proposed by Councillor Mallender and seconded by Councillor Gowland.

“Full Council agrees to:

1. Declare an ‘Ecological Emergency’;
2. Conduct a cross service review to identify opportunities for service modernisation that will benefit biodiversity;
3. Work with partners and stakeholders to identify opportunities to benefit biodiversity;
4. Report to Communities Scrutiny Group within six months with details of potential actions the Council may implement considering their costs and broader implications associated with implementation;
5. Present the Ecological Emergency Response Plan to Cabinet within one year.”

Councillor Mallender addressed Council, in moving the motion, that as the dominant species, humans needed to recognise and take responsibility for their actions and the impact of industry, development and the way people lived. By creating an Ecological Emergency Strategy, that would support the reintroduction of natural habitats for wildlife and ecosystems and create biodiversity across the Borough. Councillor Mallender informed Council that the climate emergency alone would not be enough to save the planet, and that as a local authority we had a duty to our residents to influence and encourage at a local level the development and return of natural habitats for wildlife, which would, in the long term enhance the world in which we live.

Councillor Gowland seconded the motion and reserved the right to speak.

Councillor Brennan thanked Councillor Mallender for his heartfelt comments and agreed that the natural environment was not as it should be due to housing development and over intensive farming practises, destroying the natural habitats of small mammals and birds. Councillor Brennan reminded Council that nature and climate work together and with the Council’s commitment to the climate emergency by adopting a Climate Change Strategy in 2019, along with the Nature Conservation Strategy approved by Cabinet in February this year, the Council was already working towards biodiversity improvements across the Borough. Councillor Brennan informed Council that she supported Councillor Mallender’s ambition and the context of the motion, however she stated that the Council was already committed to working towards biodiversity improvements within its Climate Change Strategy, Carbon Reduction Plan and Nature Conservation Strategy, all of which would be reported via the Communities Scrutiny Group work programme. Councillor Brennan informed Council that the Conservative Group would therefore not be supporting this motion.

Councillor Walker informed Council that she would be supporting this motion.

Councillor Jones stated that he was fully aware of the Nature Conservation Strategy but fully supported the motion as he felt developers often ignored the conditions applied to a planning application in respect of tree planting schemes and wildlife corridors and had very little regard for the preservation of nature. Therefore, he felt it was important to establish an Ecological Emergency Plan to provide greater weight with regards to wildlife and conservation when considering planning applications.

Councillor Shaw in supporting the motion referred to the lyrics 'they paved paradise put up a parking lot' from the song Big Yellow Taxi by Joni Mitchel, explaining that this has become an ecological anthem as the lyrics referred to taking things for granted and not appreciating things until they are gone. Councillor Shaw informed Council that recent housing developments had ripped into the countryside with no regard for wildlife and ecosystems and felt that this motion would strengthen the Council's response when considering planning applications.

The Leader expressed his appreciation for the comments made and stated that he understood the frustrations of Councillors in respect of recent housing developments; however, he explained that this motion would not address those issues as they were a matter for planning enforcement. Councillor Robinson advised that creating lots of different policies did not work, building on the framework of what the Council had already adopted with the Climate Change Strategy and Carbon Reduction across all Council services was the way forward and advised that he would not be supporting the motion.

Councillor Gowland, in her right to reply, outlined that as a Council we were all in agreement that in respect of a climate and ecological emergency things need to change. She explained that filling fields with solar panels was not the answer and that the Council needed to recognise the concerns around the ecological emergency that was emerging from loss of natural habitat and over development.

Councillor Mallender, in his right to reply thanked Council and welcomed all the comments made. He stated that the motion would add extra weight to scrutiny and would be a useful aid in the fight the Council had to encourage change.

On being put to the vote, the motion was lost.

- b) The following Notice of Motion was proposed by Councillor R Jones and seconded by Councillor L Howitt.

"This Council commits to investigating the establishment of a youth council through engagement with each of the eight local schools and Young with a view to implementing this Rushcliffe initiative in early 2022. The Communities Scrutiny Group will consider progress to achieve Youth Council, its remit and interaction with the Council and the Community."

Councillor Jones addressed Council, in moving the motion, that as an organisation the Council prided itself on its inclusivity and the involvement of an age group whose voices were often powerless, but who would inherit the

decisions that we make collectively as a Council now. As a Council we strive for change and young people deserved a brighter future by way of choice and a platform in which to voice their concerns. Councillor Jones reminded Council that when citizens acted together, their presence could often influence change, and this was why a focus on a Youth Council to encourage young people to speak out on actions effecting climate change would be a great achievement.

Councillor Howitt, on seconding the motion advised Council that as the youngest Councillor she welcomed the idea of a Youth Council specifically focused on climate change. Councillor Howitt expressed that a Youth Council would be a fantastic opportunity for the Council to engage with young people in the community on issues that would ultimately impact on their futures.

Councillor J Wheeler thanked Councillor Jones for raising this important topic but felt that the motion was too narrow in its focus. Councillor Wheeler agreed that young people did need a voice, but with a remit across all Council services, not just climate change. Councillor Wheeler advised he would not be supporting the motion as it stood and suggested a Scrutiny Matrix was put together as the next step. That could expand on the aims of this motion to develop a Youth Council that would have a broader programme of topics. That would need to be considered by the Corporate Overview Group and in turn would be reported to the Communities Scrutiny Group. Councillor Wheeler highlighted that the Council had a strong track record in respect of youth related programmes, providing Positive Futures and Young as examples of this.

Councillor Combellack, as Chairman of the Corporate Overview Group advised Council of her understanding and sentiment behind this motion and explained that there were mechanisms for such proposals in respect of scrutiny. She welcomed the views of young people and expressed the importance of those; however, Councillor Combellack advised that she could not support this motion and suggested that Councillor Jones worked with Councillor Wheeler to prepare a more detailed scrutiny item for the Corporate Overview Group to consider.

Councillor J Walker informed Council that she welcomed the motion and felt that by establishing a Youth Council it would provide young people with an insight into local government functions.

Councillor R Mallender informed Council that he would be supporting the motion, as he considered it to be a good idea. Councillor Mallender advised that if the motion was not passed, he would also be supporting the scrutiny item and looked forward to this coming to Communities Scrutiny Group for comment.

Councillor Way informed Council that she would be supporting the motion and advised that she would like to see the concept of a Youth Council go a little further to include the involvement of young people at a more local level within our communities. Councillor Way advised that East Leake Parish Council was proposing a Youth Council that would involve not just secondary school pupils, but primary and uniformed organisations too. Councillor Way stated that if Council rejected this motion it would send a negative message to the younger

citizens of Rushcliffe that the Council did not care about their views and contribution to issues that would ultimately affect their future.

Councillor Gowland advised Council that she understood the commitment of the Council but considered that the intricate mechanisms of scrutiny within the Council would sadly not have the impact this motion would have if it was passed.

Councillor Price informed Council that evidence showed that young people were passionate about single issue politics, particularly climate change and climate anxiety. Councillor Price provided details of a study collated by the Journal 'Nature', which asked 10,000 young people from 10 different countries their concerns around climate change and how their Government's responded. From those surveyed 60% felt very worried or extremely worried, reporting negative emotions and climate change anxiety which impacted on their daily lives. Councillor Price supported the motion and explained that a youth forum specifically aimed at climate change would provide young people with a mechanism to influence change.

Councillor Gaunt welcomed the comments raised and looked forward to the item coming to scrutiny; however, he believed that our younger citizens would be disappointed should the motion not be passed.

Councillor Robinson informed Council that he agreed that young people needed a voice, but felt the motion was too narrow as it stood, adding that young people were interested in a number of issues across Council services and not just climate change. Councillor Robinson stated that young people were not interested in motions but actions and that the Council, with the support of Positive Futures and Young would work with media to provide the platform for young people to voice their concerns and that young people would be delighted with what the Council was proposing.

Councillor Jones in his right to reply, reminded Council that many young people were concerned about single issues and climate change was a key concern for most young people and he considered that the Council's scrutiny mechanism did not provide the impact and had very little action.

On being put to the vote the motion was lost.

48 Questions from Councillors

Question from Councillor Gowland to Councillor Brennan

"As part of their Covid 19 recovery plan have Parkwood reduced the available time at weekends for families to swim at the Arena?"

Councillor Brennan responded by stating that the pandemic has had a significant impact on the whole leisure industry and Parkwood was currently delivering a recovery plan which had seen many leisure users enjoying its wonderful facilities again. It was noted; however, that public safety remained paramount and so Parkwood had maintained the 45-minute sessions across the swim programme which had enabled thorough cleaning

between sessions in line with Covid-19 controls.

The Council had been notified by Parkwood that at Rushcliffe Arena, public swim sessions were prebooked only, which had been introduced to avoid the disappointment witnessed when the leisure centre first reopened public swimming, when long queues had formed and some people had been turned away, when capacity had been reached.

Councillor Brennan noted that there were currently three public swim sessions on a Saturday and one on a Sunday. The current programme had been put together based on feedback surveys, which had showed customers preferred lane swimming and there was still a very high demand for swimming lessons, which have been accommodated as many children had delayed learning during the pandemic. Weekend morning availability for public swimming at Rushcliffe Arena was of course also restricted due to the protected bookings by the Rushcliffe Swim Club and when general swimming had been offered in the early evenings, take up had been poor. Across the entire week there were currently 13 public swim sessions available at Rushcliffe Arena, and in holiday periods more public swimming sessions were programmed. Overall, the whole swimming programme was kept constantly under review and would adapt to meet sustainable customer demand.

The meeting closed at 8.50 pm.

CHAIRMAN

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Council

Thursday, 3 March 2022

2022/23 Budget and Financial Strategy

Report of the Director – Finance and Corporate Services

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

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 Cabinet has considered the attached budget and strategies and recommended their acceptance by Council, along with the resultant decisions regarding Rushcliffe's Band D Council Tax and Special Expenses for 2022/23. The Governance Scrutiny Group has also recommended the Capital and Investment Strategy for adoption by Full Council.
- 1.3 The final financial settlement has been received from Central Government with no significant changes from the draft settlement.

2. Recommendation

It is RECOMMENDED that Council:

- a) accepts the report of the Council's Responsible Financial Officer on the robustness of the Council's budget and the adequacy of reserves (as detailed at **Annex A**);
- b) adopts the budget setting report and associated financial strategies 2022/23 to 2026/27 (attached **Annex B**) including the Transformation Strategy and Efficiency Plan (**Appendix 3**) to deliver efficiencies over the five-year period;
- c) adopts the Capital Programme as set out in **Appendix 4**;
- d) adopts the Capital and Investment Strategy at **Appendix 5**;
- e) 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%);
- f) 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).
- g) with regards to recommendations e) and f), sets the associated Bands in accordance with the formula in section 36(1) of the Local Government Finance Act 1992; and
- h) adopts the Pay Policy Statement at **Appendix 7**.

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. The impact of Covid on Council budgets makes it even more important that the Council is prudent and ensures that it can support short term deficits and has adequate reserves going forward.

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 B**) 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 (2023/24 onwards) 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 MTFS;

- 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 at 31 March 2021) 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 £28.196m. 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 MTFs has been developed at a time of significant financial challenge both nationally and locally. The process has been rigorous and thorough, with a Transformation Strategy (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

- 6.1 Section 8 of the Annex covers key risks that may impact upon the MTFs. 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 Financial Implications

These are detailed in the attached budget report (Annex B). 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 report complies 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	Commitment to growing the Borough and that both the community and businesses thrive in a post Covid era
The Environment	Allocating resources to invest in projects that support the Council's environmental objectives

9. Recommendation

It is RECOMMENDED that Council:

- a) accepts the report of the Council's Responsible Financial Officer on the robustness of the Council's budget and the adequacy of reserves (as detailed at **Annex A**);
- b) adopts the budget setting report and associated financial strategies 2022/22 to 2025/26 (attached **Annex B**) including the Transformation Strategy and Efficiency Plan (**Appendix 3**) to deliver efficiencies over the five-year period;
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- g) with regards to recommendations e) and f), sets the associated Bands in accordance with the formula in section 36(1) of the Local Government Finance Act 1992; and
- h) adopts the Pay Policy Statement at **Appendix 7**.

For more information contact:	Name; Peter Linfield Director – Finance and Corporate Services 0115 914 8439 plinfield@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 A Report of the Council’s Responsible Financial Officer Annex B Budget Setting 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

Annex A

Commentary of the Responsible Financial Officer

REPORT UNDER SECTION 25 OF LOCAL GOVERNMENT ACT 2003

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

Purpose

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

Background

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

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

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

Robustness of Estimates

I am content that the Council has followed a comprehensive and detailed budget process when preparing the budget for 2022/23 which complies with both statutory requirements and best practice principles.

This year's budget continues to have challenges as we hopefully now recover from the Covid pandemic including rising employment and energy costs currently resulting in both increasing inflation and the likelihood of higher interest rates as the economy recovers and grows. The Council has taken effective steps to deal with the financial pressures caused by challenging economic conditions linked to Covid including increasing the estimates for pay and utility costs and £0.3m in contingency for other potential supplies and services inflation pressures. The Council's Transformation Strategy and Efficiency Statement are designed to meet the emerging financial challenges. The Transformation programme combined with effective financial management (resulting in previous budget savings) have ensured the Council has the capacity to use reserves, only if absolutely necessary. The Organisation Stabilisation Reserve in particular to deal with any 'one-off' shocks or to assist with the costs of delivering transformation.

Last year we prudently assumed reductions in income streams (of 20% and 10% going forward) which I am pleased to say, and thanks to the resilience of the local economy and excellent work by both Officers and Councillors, have not materialised. The Council's leisure centres are still not quite at pre-pandemic levels and as part of the Council's Transformation Strategy the anticipated benefits from the leisure contract were deferred by 2 years (as stated last year) and there is no reason to change current projections. Positively Edwalton golf course has seen greater demand and the Council is reviewing further modernisation of the facility.

Regarding employees' costs, whilst the budget has been increased for both potential national pay settlements and rising national insurance costs, given current levels of high inflation (in excess of 5%) and labour supply issues there is a risk that the pay budget will increase further. Every 1% pay increase amounts to around £0.1m in cost. Use of contingency or in-year budget efficiencies will mitigate this risk.

The impact of Covid on Business Rates is not conclusive although locally at the time of writing levels of business rates have been maintained, with the significant exception of a successful power station appeal. The amount the Council receives is reducing from £2.9m to £1.6m and resulting in a £0.846m deficit to be met via the Organisation Stabilisation Reserve (whose purpose is to support the budget when there is a significant financial events). The Government is still providing support in the form of rates relief to the retail, leisure, and hospitality sectors in 2022/23 as well as Omicron Grants currently being distributed to the hospitality and leisure sectors. The current national economic picture means uncertainty still prevails regarding the longer-term economic impact on businesses. Covid-19 Additional Relief Fund (CARF also known as Material Change in Circumstances (MCC)) is also due to be awarded to other business sectors for 2021/22, where property values have been impacted by the pandemic.

The position is exacerbated by the potential changes in national policy regarding the business rates system and Fairer Funding (a proposed review for local government already delayed by 4 years notwithstanding the potential of further changes linked to digital commerce). One of the biggest risks for the budget going forward will be an anticipated 'business rates reset' (the Government removing any business rates growth above its baseline position) so prudently we have budgeted in 2023/24 for a significant reduction of around £0.9m in business rates. Going forward we do know Ratcliffe on Soar power station will close and business rates will be lost although this impact is much reduced given recent successful business rates appeals. For this reason, the Council has budgeted at a 'safety net' position (from 2024/25) whereby the Council is guaranteed a minimum income level by central government even if business rates fall below this. The safety net is set at £2.9m but a more positive outcome could see business rates increasing to around £3.5m.

As reported to Full Council in September 2020, the Council has a number of mechanisms at its disposal to support the budget if the pandemic continues before resorting to reducing service provision, namely:

- (a) identification of Transformation Programme efficiencies and the use of in-year underspends should they arise;
- (b) use of the Organisation Stabilisation Reserve and New Homes Bonus Reserve (if necessary) and not applying the Voluntary Revenue Provision in relation to the Arena;

- (c) A review of earmarked reserves and their use: where possible transfer those reserves not being applied, to the Organisation Stabilisation Reserve, as necessary, to improve resilience going forward in the event of further 'waves' of Covid ; and
- (d) Ultimately use of its £2.6m General Fund Balance.

Given all of the challenges, the Authority has responded positively to the pressures that it faces in the medium term. This has been managed through the development of a Transformation Strategy, in conjunction with a series of Member budget workshops and update sessions over the past few years. The Transformation Strategy and supporting Programme (detailed at **Annex B, Appendix 3**) identifies the Council's approach to meeting its saving requirement. For 2022/23 the budget position has worsened as a result of the power station appeal although from 2023/24 to 2026/27 there is a projected net surplus position. A positive budget position will prevail as long as the Council continues its cost control and income generation measures (including fees and charges and Council Tax). Going forward we cannot be complacent, there are significant financial challenges that lie ahead as a result of the unprecedented pandemic and the likely economic scarring that will result. As a Council we will continue to grow the Borough, galvanising the borough's high streets, and playing an active role in significant economic development projects such as the Freeport and Development Corporation on the Radcliffe-on-Soar power station site. Furthermore the work with regards to the County deal will continue in response to the Government's Levelling-Up agenda. The 2023/24 budget will reflect the latest position with regards to this work.

As well as uncertainty surrounding Covid, and business rates and Fairer Funding reforms additional challenges arise from likely expenditure pressures linked to addressing climate change and the Climate Change Action Plan which the Council is formulating (via Scrutiny and Cabinet). Both the Climate Change reserve (a further £0.2m allocated increasing it to £1m) and Vehicle Replacement reserve (£1m allocated) will help the Council manage such risks.

Both the MTFs and the Transformation Strategy are iterative in their nature and will evolve over time to respond to, for example: changes in funding levels; the impact of the national economic climate and Covid; and developing corporate and service objectives.

Adequacy of Reserves

Reserves are held for two main purposes:

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

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

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

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

This remains a prudent position which I do not recommend changing at this time. Given the impact of Covid, such prudence is enabling the Council to navigate its way through a challenging period. A General Fund Reserve of £2.6m and earmarked reserves of around £7.5m-£8.5m (excluding NHB) ensures this principle continues to be adhered to.

Having 1 year settlements in each of the last four years (having previously had a 4 year settlement) makes financial planning difficult. We mitigate this risk by taking a prudent approach in our assumptions. Whilst we know we no longer receive Central Government Revenue Support Grant (RSG), there is still a lack clarity on what will happen once the New Homes Bonus (NHB) scheme finishes although further information is expected in the Spring. Currently we have not budgeted for additional NHB but remain hopeful there will be a new scheme and, as a Borough committed to growth, we should benefit from such a scheme. We believe this funding is particularly important to not only reward the Council with regards to delivering housing growth but also to fund the cost of increased service provision as a result of growth. We will continue to make such representations to the Department for Levelling-Up Housing and Communities (DLUHC).

The Freeport (and Development Corporation) is a huge opportunity for economic development at this site and the earmarked reserve will ensure the Council supports the initial business case development and plays an active role as key decisions are taken for the benefit of the local community. The Council will look to continue to support local businesses, applying central government policy with regards to business rates relief, and business support grants albeit the long-term viability of the business rate system is in question. Furthermore, the Council is proposing not to increase car parking charges in 2022/23 to help ensure Rushcliffe has the environment for businesses to thrive and, as lockdown is eased, will continue to proactively support both businesses and the wider community.

It is important the Council retains its level of reserves given that there are heightened risks: the impact of Covid; the future funding of local government; and the challenges that addressing climate change brings.

There is also the ‘Fair Funding’ review of local government finance (again deferred by a further year until at least 2022) which will determine how, with what is a smaller cake, the funding allocation is divided within the sector. This will no doubt follow the same direction of travel as the levelling-up agenda. Given Rushcliffe is a relatively well-off area with excellent services it is likely funding changes in relation to levelling-up will benefit other areas before Rushcliffe. Positively the Council is largely self-sufficient in terms of its funding streams although we will pay particular attention to what happens to NHB and Business Rates.

The amount of Council Tax raised will, to a large extent, be dependent on the realisation of our Local Plan housing targets. For 2022/23 the tax base is estimated to increase by 2.55% and thereafter 2% per annum. The ultimate intention is to realise opportunities for growth in the Borough, in both the business and housing sectors, as

the Council aims to deliver excellent value for money for the community. The Council will continue to attempt to lever in external funding, a good example in the capital programme being the Local Authority Delivery (LAD) funding to support energy efficiency measures for residential housing. We continue to assess and maximise opportunities that may arise in the post BREXIT era. **Annex B, Section 8** highlights key risks with regards to the MTFS.

As detailed at **Annex B, Section 6**, the MTFS which supports this budget is predicated upon use of reserves (particularly the New Homes Bonus Reserve) to support service expenditure and to deliver investment across the Borough. Whilst the New Homes Bonus scheme in its current form is due to end after 2022/23, the use of the remainder of the NHB reserve is profiled and committed to fund the council's Minimum Revenue Provision (MRP) commitment (**Section 3.7 of Annex B**) over the life of this MTFS and beyond. In particular to fund the remaining commitment for the Arena of £4m (from what was originally £10m).

An important difference in the MTFS this year is the Council, due to its level of cash balances, is not planning on externally borrowing in the medium term and therefore not incurring the additional cost of borrowing. The Council still retains an ambitious capital programme (£28.2m over 5 years) to deliver its corporate objectives. The excellent projects in particular to be delivered in 2022/23 are the Bingham leisure hub and crematorium projects. Due to the requirements of the Local Plan the Council will be looking at options for a travellers site and £1m has been earmarked for this project.

Despite the anticipated impact of Covid, Rushcliffe maintains a relatively robust financial base and, as a result, even once such capital demands have been met, overall revenue reserves (excluding retained New Homes Bonus) are planned to remain at a stable level over the period of the MTFS. Undoubtedly such demands, both those identified now as well as future requirements beyond the life of the MTFS, will put pressure on such balances in the future and going forward. The Council will continue to identify 'headroom' within the revenue budget to fund the capital programme (the vehicle replacement reserve exemplifies this philosophy) unless other capital funding streams are identified. Such issues will be considered as the MTFS perennially evolves. As such the MTFS represents a balanced approach to meeting the financial challenges that face the Authority.

Pensions Fund changes were reported two years ago, and we await the outcome of the next triennial review in 2022/23. We continue to remain vigilant regarding this risk particularly given the potential impact of Covid. Furthermore, current international tensions, between Russia and the Ukraine is creating particular uncertainty in the international markets, and even heightened risks regarding pension investments.

The delivery of the Transformation Strategy is critical in ensuring the Council retains a stable MTFS. This will continue to evolve, for example, as Streetwise comes in-house and the financial implications are identified in the MTFS next year. The Council's focus remains on 'growing the Borough' and ensuring it remains a great place to live. Examples in the Capital Programme as well as the crematorium and the Bingham Leisure Hub, include developing Rushcliffe Country Park, supporting social housing, upgrading leisure facilities across the Borough and a community facility in Edwalton.

The Council is committed to investing in capital within the borough and no longer focuses on acquiring properties with the primary objective of a commercial return.

Importantly the Council still remains committed to a commercial approach and maximising value for money from the use of its assets for the benefit of all Rushcliffe residents. The governance and management of asset investments, both individually and collectively remains important and that the Council has a diversified and proportionate asset investment portfolio to mitigate against adverse risk. The Capital and Investment Strategy refers (**Annex B, Appendix 5, Table 13**). This identifies £1.5m in gross income being generated from commercial investments expected to rise to £1.9m by 2026/27. The key point is that the Council has a range of such income streams and is not overly reliant on one source of income. It manages such risks proportionately and sensibly with investment income accounting for around 24% of fees and charges income.

The Council is largely self-sufficient and no longer in receipt of RSG. The Council and community has shown resilience in the face of the Covid pandemic. The budget is financed from Council Tax, Business Rates and rents, fees, and charges. The proposed budget demonstrates both financial sustainability and resilience, which CIPFA are increasingly focusing upon given the unprecedented financial challenges the local government sector (indeed all sectors) continue to face. I am not complacent regarding the Council's position. I remain confident in the ability of the Council to deliver its corporate priorities, as a new Corporate Plan is developed in 2022/23, and that it will continue to be financially astute and agile to deliver the Corporate Plan.

Previous achievements with regards to the Transformation Strategy provide reassurance that the budget requirement will be met in a sustainable manner.

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

Peter Linfield
Director – Finance and Corporate Services (and Section 151 Officer) and Deputy Chief Executive
February 2022

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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 £2.9m 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 £7.6m to £8.6m 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 (£28.2m 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. The Council is also going to bring Streetwise back in-house and ensure excellent grounds maintenance and street cleansing services continue to be delivered to its residents. Such projects become 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	£14.611m

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 (ie 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 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.

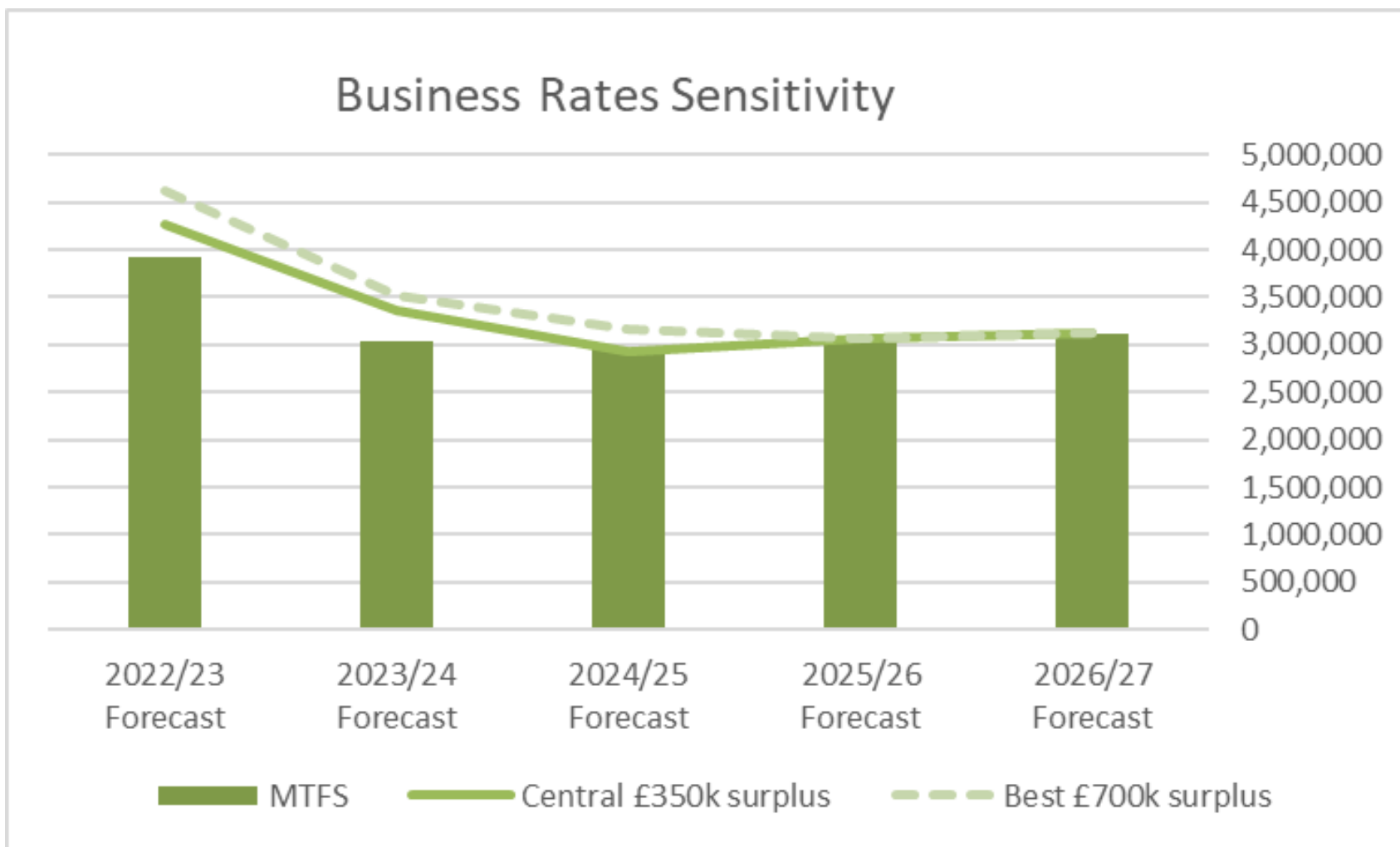
The forecast position on Business Rates is shown below.

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)	(275)	(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)	(1,317)
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)	(7,166)	(7,275)	(7,544)	(7,608)	(7,610)

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	2022/23	2023/24	2024/25	2025/26	2026/27
	£'000	£'000	£'000	£'000	£'000	£'000
Retained Business Rates	(2,820)	(3,958)	(3,078)	(2,994)	(3,098)	(3,206)
Other Grant Income*	(1,130)	(273)	(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)	(7,166)	(7,275)	(7,544)	(7,608)	(7,610)
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)	(36,258)

* The Lower Tier Grant (£109k) 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 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000
Employees	10,697	11,437	11,824	12,031	12,339	12,558
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	1,895	1,895	1,895	1,895	1,895
Capital Financing	45	0	0	0	0	0
Gross Service Expenditure	32,791	35,860	36,257	36,345	36,617	36,748
Reversal of Capital Charges	(1,768)	(1,895)	(1,895)	(1,895)	(1,895)	(1,895)
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	35,711

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)	(36,258)
Gross Expenditure	36,142	39,623	35,706	35,743	36,015	35,711
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. 2021/22 in-year revenue budget efficiencies will be utilised to fund the transition costs associated with moving Streetwise to an in-house delivery model, as agreed by Cabinet 9 February 2022.
- 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.

Risk	Likelihood	Impact	Action
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 impact of Covid and current international tensions with Russia should be reflected in the next valuation. Also, the ability to influence central government policy on the Local Government scheme. Budget impact reflected in the MTFS
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

Risk	Likelihood	Impact	Action
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. Updated MTFs for 2023/24.
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 £28.2m 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).
- n) £770k included for Home Upgrade Grants (HUG) and Local Authority Delivery phase 3 (LAD 3) to support energy efficiency measures and low carbon heating. This is fully funded by Government Grant.

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	Indicative Estimate	Indicative Estimate	Indicative 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	6,996	5,615	2,090	1,340	1,225	17,266
Finance and Corporate	838	530	480	530	480	500	2,520
Total	27,222	14,611	6,455	2,845	1,950	2,335	28,196
FUNDED BY							
Usable Capital Receipts	(8,092)	(8,921)	(4,127)	(1,940)	(1,110)	(955)	(17,053)
Government Grants	(3,360)	(1,465)	(695)	(695)	(695)	(695)	(4,245)
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)	(14,611)	(6,455)	(2,845)	(1,950)	(2,335)	(28,196)
RESOURCES MOVEMENT							
Opening Balances:	7,362	7,595	7,528	5,031	6,085	5,731	
Projected Receipts:	16,455	14,544	3,958	3,899	1,596	1,610	
Use of Resources:	(16,222)	(14,611)	(6,455)	(2,845)	(1,950)	(2,335)	
Balance Carried Forward:	7,595	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).
 - £0.77m funding towards HUG and LAD 3

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)

page 65

- 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	4,329,800	4,407,300	4,543,800	4,681,300	4,788,300
Development and Economic Growth	6,400	88,300	139,200	57,000	26,800	67,300
Neighbourhoods	6,919,000	6,748,700	6,513,200	6,378,100	6,394,700	6,319,500
Net Service Expenditure	13,272,800	13,187,900	13,314,300	13,061,300	13,232,300	13,336,600
Capital Accounting Adjustments	(1,767,600)	(1,895,000)	(1,895,000)	(1,895,000)	(1,895,000)	(1,895,000)
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	9,966,900	11,604,300	11,706,300	11,969,300	12,083,600
Funding						
Other Grant Income	(1,129,700)	(273,000)	(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)	(9,120,900)	(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.

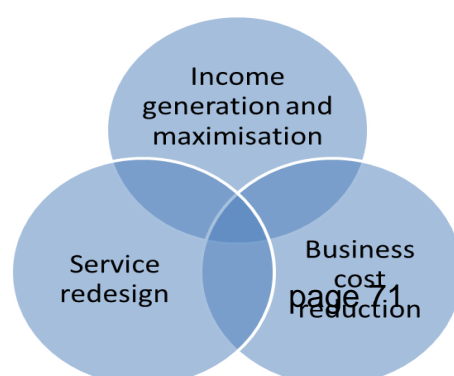
The Council must continue to review its existing transformation projects on an on-going annual basis. The current Transformation plan focuses mainly on two large projects and the challenge moving forward will be to keep momentum and identify projects that will contribute to savings in the future. Officers 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.

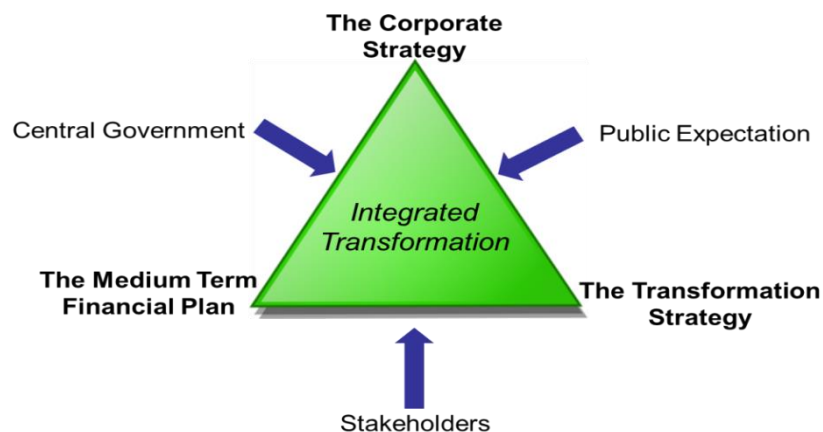


The Transformation Strategy is an evolving document and although it essentially covers the next five years it should not be bound by time or scope. To this end and within the emerging complex environment, three partnership models have been identified to provide a framework to generate further efficiencies. 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.

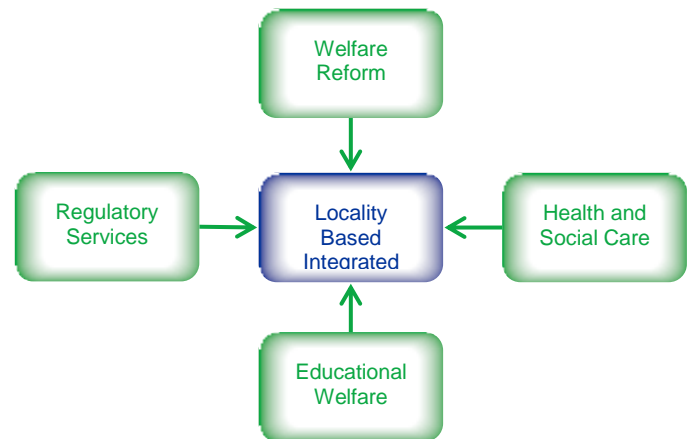
Rushcliffe's Accepted Models of Partnership Working

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.



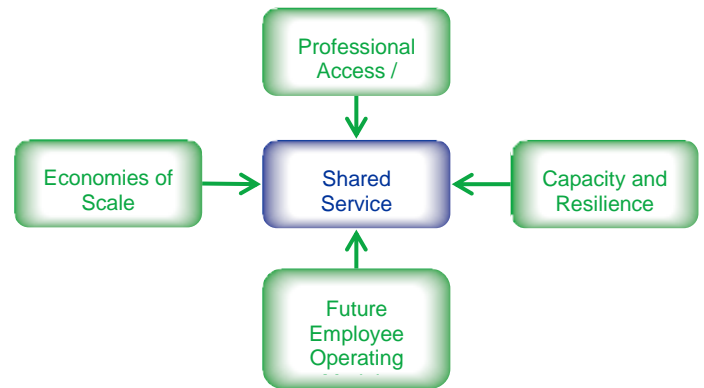
The service was expanded into Bingham where an integrated delivery service model has been deployed and is being delivered from the new Health Centre. This has been further rolled out to Cotgrave and East Leake where the contact points are located in libraries, supporting extended opening times of libraries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

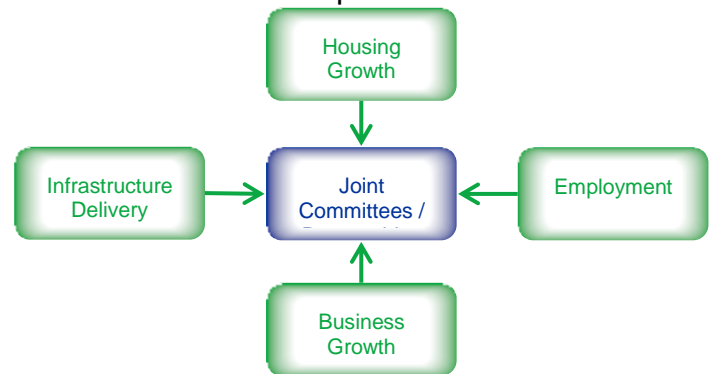
3. Partnerships for Governance

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:



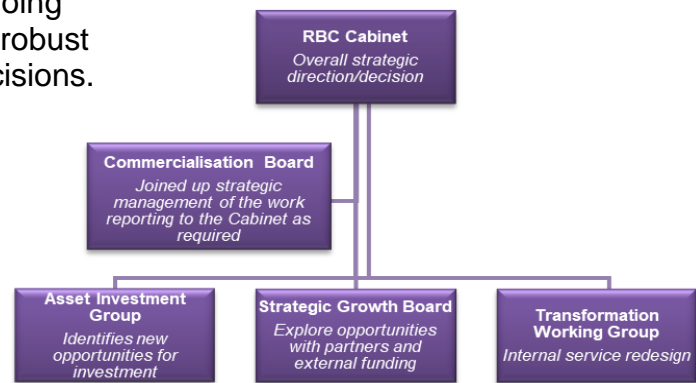
What we have already achieved

- 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	Indicative Estimate	Indicative Estimate	Indicative 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	Indicative Estimate	Indicative Estimate	Indicative 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	Indicative Estimate	Indicative Estimate	Indicative 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
	HUG AND LAD3 Green Energy Grants	0	770	0	0	0	0
	Warm Homes on Prescription	25	25	25	25	25	25
	Sub total	5,306	6,996	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	14,611	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 Not quantifiable at this stage,		Year 2: 23/24 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
<p>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.</p>		
Location: West Bridgford	Executive Manager: Development and Economic Growth	
<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>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> <p>Strategic Commitments:</p> <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 		
<p>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.</p>		
<p>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.</p>		
<p>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.</p>		
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 5: 26/27
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>  <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
		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:	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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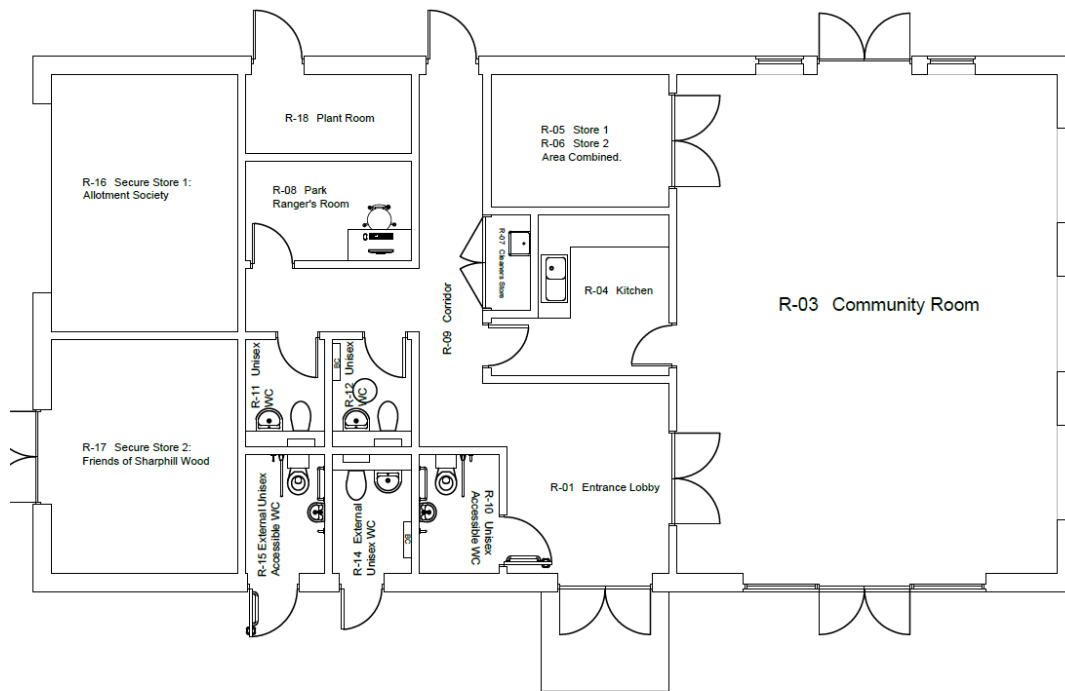
Detailed Description: Edwalton Community Facility

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.

- 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:

- 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
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Capital Cost (Total):	Year 1:22/23	Year 2: 23/24	
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£500,000	£0	£500,000	
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Capital Cost (Breakdown) £: to be determined

Works £455,000	Equipment	Other	Fees £45,000
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Additional Revenue cost/(saving)per annum:	Year 1: 22/23	Year 2: 23/24
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Year 3: 24/25	Year 4: 25/26	Year 5: 26/27
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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.
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Useful Economic Life (years): 40 years	New/Replacement: New
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Depreciation per annum: £12,500	Capital Financing Costs: £2,500 p.a.
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Residual Value: N/A	Category of Asset: Operational Land and Buildings Special Expense
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IFRS16 New Lease Checklist Completed?	To be assessed
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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 detailed description of the project
 - How the project contributes to the Council's Corporate Priorities and Strategic Commitments
 - Anticipated outcomes
 - A consideration of alternative solutions
 - An estimate of the capital costs and sources of funding
 - An estimate of the revenue implications, including any savings and/or future income generation potential
 - A consideration of whether it is a new lease agreement
 - A consideration of sustainability in accordance with Corporate objectives
 - 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

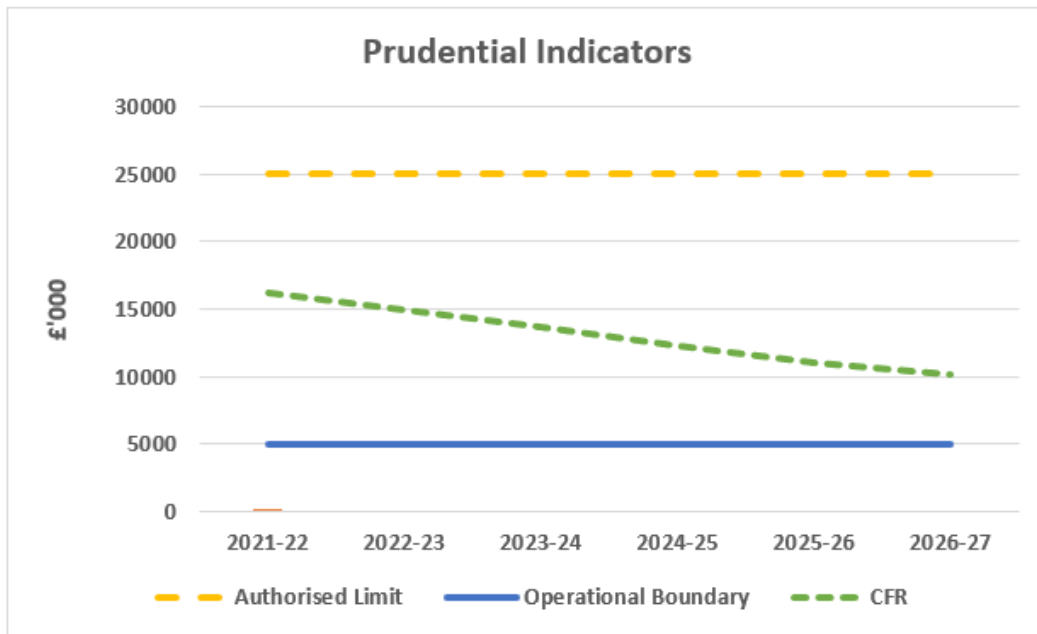
b) Operational Boundary for External Debt

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.

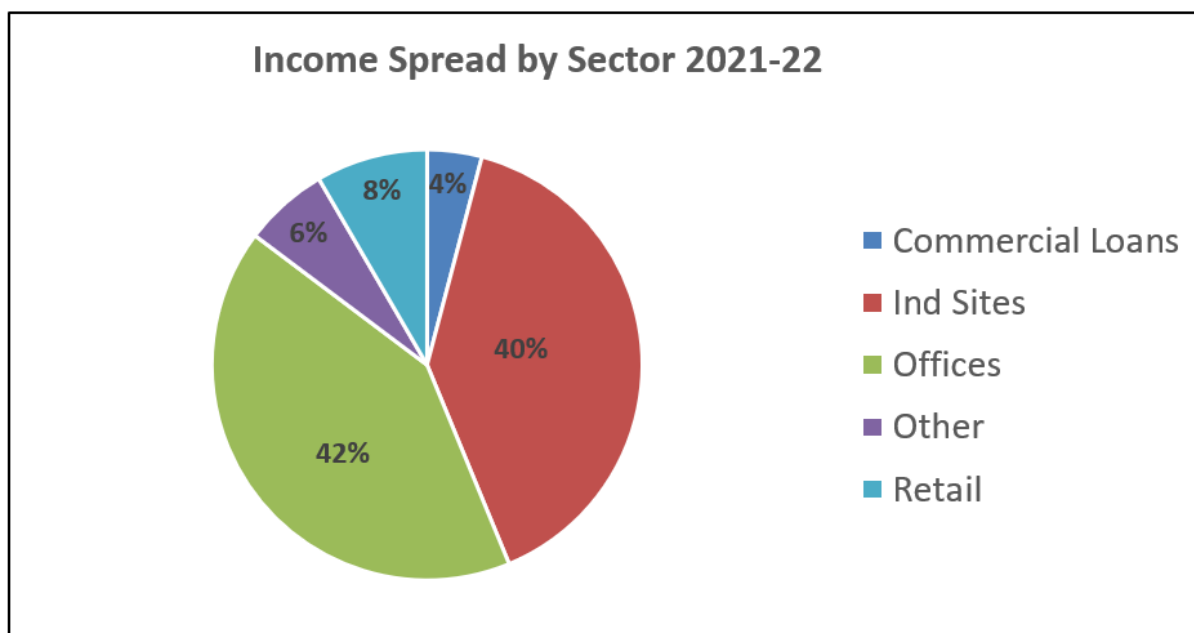
69. The Council will maintain a summary of current material investments, subsidiaries, joint ventures, and liabilities, including financial guarantees (i.e. Streetwise) and the organisation's risk exposure. The current summary is included at Appendix (ii).
70. The Council will also monitor past Commercial 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

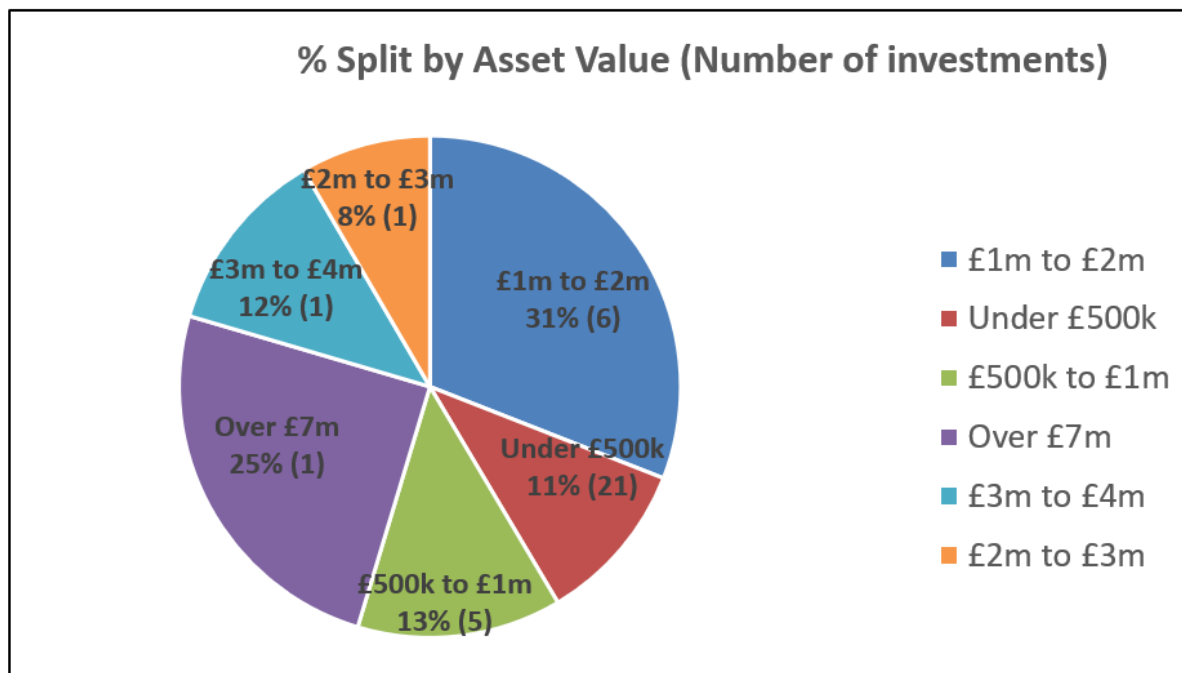
	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000
Commercial Property Income	(1,660)	(2,046)	(2,256)	(2,338)	(2,402)	(2,404)
Running Costs	516	533	528	528	528	528
Net Contribution to core functions	(1,144)	(1,513)	(1,728)	(1,810)	(1,874)	(1,877)
Interest from Commercial 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

Appendix (ii)

	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.



Council

Thursday, 3 March 2022

Council Tax Resolution 2022/23

Report of the Director – Finance and Corporate Services

Portfolio Holder for Finance and Customer Access, Councillor G Moore

1. Purpose of report

- 1.1. The purpose of this report is to approve the statutory Council Tax Resolution for 2022/23. The resolution is a statutory requirement for billing authorities to approve prior to the billing and collection of Council Tax for the forthcoming financial year.
- 1.2. The resolution consolidates the precepts of Nottinghamshire County Council, Nottinghamshire Police and Crime Commissioner, Nottinghamshire Fire Authority, Rushcliffe Borough Council and individual Town and Parish Councils. The report and recommendations are subject to the budget meetings of Nottinghamshire Police and Crime Commissioner, Nottinghamshire County Council, and Nottinghamshire Fire Authority respectively on 8, 24, and 25 February 2022. If there are any amendments following these meetings a revised report will be provided.

2. Recommendation

It is RECOMMENDED that Council approves the Council Tax Resolution for 2022/23 as detailed at Appendix A.

3. Reasons for Recommendation

To comply with relevant legislation in setting both the Council's budget and associated local taxation levels.

4. Supporting Information

Council Tax Resolution 2022/23

- 4.1. The resolution is set out at Appendix A of this report.
- 4.2. The Council Tax for Nottinghamshire Police and Crime Commissioner, Nottinghamshire County Council, and Nottinghamshire Fire Authority will be set at separate meetings on 08 February 2022, 24 February 2022, and 25 February 2022 respectively.
- 4.3. The table below illustrates the Council Tax increases approved by each of the major precepting bodies. It also shows the new average weekly and yearly Council Tax levels.

Based on Band D	Increase	New Weekly (£)		New Yearly (£)	
	%	Amount	Increase	Amount	Increase
Nottinghamshire County Council*	1.00	27.83	0.31	1,447.02	15.81
Nottinghamshire County Council – Adult Social Care precept	3.00	3.79	0.91	197.07	47.43
Rushcliffe Borough Council	2.42	2.9	0.07	150.93	3.57
Nottinghamshire Police	4.09	4.89	0.19	254.25	9.99
Nottinghamshire Fire	1.95	1.63	0.03	84.57	1.62

*This is calculated in accordance with The Council Tax (Demand Notices)(England)(Amendment) Regulations 2017 and advice from the Department for Levelling Up Housing and Communities (DLUHC). The calculation to arrive at the 1% increase is as follows:

NCC 2022/23 Precept	£1431.21
NCC ASC 2022/23 Precept	£149.64
Total	£1,580.85
1% of Total	£15.81

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

5. Alternative options considered and reasons for rejection

In order to comply with relevant legislation, the Council must set and approve the Council Tax levels for the forthcoming year. There are no alternative options.

6. Risks and Uncertainties

If the Council Tax levels are not set by 3 March 2022, there is a risk that billing will be delayed resulting in cash flow issues for the Council.

7. Implications

7.1. Financial Implications

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

7.2. Legal Implications

To accord with both the Local Government Finance Act 1992 (as amended by the Local Audit and Accountability Act 2014), Localism Act 2011 and The Council Tax (Demand Notices) (England)(Amendment) Regulations 2017; the Council has to set its Council Tax Base, Council Tax Requirement, Parish

Precepts and tax levels and state whether Council Tax referendum limits will be exceeded or not.

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	Council Tax helps ensure the Council has a balanced budget to resource all corporate objectives.
Efficient Services	
Sustainable Growth	
The Environment	

9. Recommendation

It is RECOMMENDED that Council approves the Council Tax Resolution for 2022/23 as detailed at Appendix A.

For more information contact:	Peter Linfield Director – Finance and Corporate Services 0115 914 8439 plinfield@rushcliffe.gov.uk
Background papers available for Inspection:	Relevant websites and Council tax setting reports for Nottinghamshire County Council, Nottinghamshire Fire Authority and the Nottinghamshire Police and Crime Commissioner
List of appendices:	Appendix A – Council Tax Resolution 2022/23

Council Tax Resolution 2022/23

Report of the Director – Finance and Corporate Services

The Council is recommended to resolve as follows:

That it be noted that the Council calculated the following amounts for the year 2022/23 in accordance with the Local Government Finance Act 1992 as amended (the “Act”);

- a) Rushcliffe Borough Council’s Council Tax Base for 2022/23 has been calculated as 45,387.6 [Item T in the formula in Section 31B of the Local Government finance Act 1992 as amended by Section 74 of the Localism Act 2011 (the “Act”)];
- b) For dwellings in those parts of the Borough to which a Parish Precept relates as detailed in Appendix Ai;
- c) The Council Tax requirement for the Council’s own purposes for 2022/23 (excluding Parish Precepts) is £6,850,400;
- d) That the following amounts be now calculated by the Council for the year 2022/23 in accordance with Sections 31 to 36 of the Local Government Finance Act 1992 as amended by Section 74 of the Localism Act 2011;
 - i. £42,063,496 being the aggregate of the amounts which the Council estimates for the items set out in Section 31 A (2)(a) to (f) of the Act taking into account all precepts issued to it by Parish Councils. (Gross expenditure, parish and special expenses, any contingencies, any provisions for reserves);
 - ii. £31,956,700 being the aggregate of the amounts which the Council estimates for the items set out in Section (A) (3) (a) to (d) of the Act. (Gross income, any use of reserves);
 - iii. £10,106,796 being the amount by which the aggregate at (d)(i) above exceeds the aggregate of (d) (ii) above, calculated by the Council, in accordance with Section 31A (4) of the Act, as its Council Tax Requirement. [Item R in the formula in Section 31B of the Act] (Expenditure less income);
 - iv. £222.68 at (d) (iii) above [Item R], all divided by Item T (a) above, calculated by the Council, in accordance with Section 31B (1) of the Act, as the basic amount of its council tax for the year (including parish precepts and special expenses);

- v. £3,256,396 being the aggregate amount of the Parish Precepts and Special Expenses referred to in Section 34 (3) of the Act. (Total amount of parish precepts as per Appendix Ai);
- vi. £150.93 being the amount at (d) (iii) above less (d) (v) above dividing the result by item T ((1) (a) above), calculated by the Council, in accordance with section 34 (2) of the Act, as the basic amount of its Council Tax for the year for dwellings in those parts of its area to which no Parish Precepts or Special Expenses relate. (i.e. the Borough Council's precept of £6,850,400 divided by the Council Tax base of 45,387.6 this Council's own Council Tax at Band D);
- e) That it be noted for the year 2022/23 Nottinghamshire County Council, Nottinghamshire Police and Crime Commissioner and Nottinghamshire and City of Nottingham Fire Authority have issued precepts in accordance with Section 40 of the Act for each of the categories of dwellings shown in Table 1;
- f) That the Council in accordance with Sections 30 and 36 of the Local Government Finance Act 1992, hereby sets the aggregate amounts shown in the Appendices A(i) and A(ii) for 2022/23 for each part of the Borough and for each of the categories of dwellings;
- g) The Council has determined that its relevant basic amount of Council Tax for 2022/23 is **not** excessive in accordance with principles approved under Section 52ZB Local Government Finance Act 1992 (as amended by the Local Audit and Accountability Act 2014). As the billing authority, the Council has **not** been notified by a major precepting authority that its relevant basic amount of Council Tax for 2022/23 is excessive and that the billing authority is not required to hold a referendum in accordance with Section 52ZK Local Government Finance Act 1992.

Table 1

Band	Rushcliffe Borough Council	Nottinghamshire County Council	Nottinghamshire Police & Crime Commissioner	Nottingham and Nottinghamshire Fire Authority	Total
	£	£	£	£	£
A	100.62	1,096.06	169.50	56.38	1,422.56
B	117.39	1,278.74	197.75	65.78	1,659.66
C	134.16	1,461.41	226.00	75.17	1,896.74
D	150.93	1,644.09	254.25	84.57	2,133.84
E	184.47	2,009.44	310.75	103.36	2,608.02
F	218.01	2,374.80	367.25	122.16	3,082.22
G	251.55	2,740.15	423.75	140.95	3,556.40
H	301.86	3,288.18	508.50	169.14	4,267.68

Appendix A (i)

Council Tax to be Levied Within the Borough for the Year Ending 31 March 2023

2022/23 PARISH/AREA	TAX BASE	PRECEPT	SPECIAL CHARGES	TAX RATE PARISH AREA	MAJOR PRECEPTS	COUNCIL TAX BAND D
ASLOCKTON	436.3	14,372	0	32.94	2,133.84	2,166.78
BARTON-IN-FABIS	210.1	5,446	0	25.92	2,133.84	2,159.76
BINGHAM	3,767.6	341,724	0	90.70	2,133.84	2,224.54
BRADMORE	169.5	4,000	0	23.60	2,133.84	2,157.44
BUNNY	295.0	23,570	0	79.90	2,133.84	2,213.74
CAR COLSTON	91.1	0	0	-	2,133.84	2,133.84
CLIPSTON	31.1	0	0	-	2,133.84	2,133.84
COLSTON BASSETT	134.2	11,200	0	83.46	2,133.84	2,217.30
COSTOCK	302.9	19,000	0	62.73	2,133.84	2,196.57
COTGRAVE	2,433.8	234,660	0	96.42	2,133.84	2,230.26
CROPWELL BISHOP	671.6	99,490	0	148.14	2,133.84	2,281.98
CROPWELL BUTLER	340.4	12,500	0	36.72	2,133.84	2,170.56
EAST BRIDGFORD	854.9	43,325	0	50.68	2,133.84	2,184.52
EAST LEAKE	3,262.3	318,550	0	97.65	2,133.84	2,231.49
ELTON-ON-THE-HILL	49.9	0	0	-	2,133.84	2,133.84
FLAWBOROUGH	27.1	0	0	-	2,133.84	2,133.84
FLINTHAM	220.4	23,000	0	104.36	2,133.84	2,238.20
GOTHAM	622.4	39,100	0	62.82	2,133.84	2,196.66
GRANBY-CUM-SUTTON	180.7	10,700	0	59.21	2,133.84	2,193.05
HAWKSWORTH	71.6	11,200	0	156.42	2,133.84	2,290.26
HICKLING	261.0	8,740	0	33.49	2,133.84	2,167.33
HOLME PIERREPONT & GAMSTON	1,099.4	37,450	0	34.06	2,133.84	2,167.90
KEYWORTH	2,791.0	201,710	9,200	75.57	2,133.84	2,209.41
KINGSTON-ON-SOAR	137.5	5,000	0	36.36	2,133.84	2,170.20
KINOULTON	430.7	6,626	0	15.38	2,133.84	2,149.22
KNEETON	26.9	0	0	-	2,133.84	2,133.84
LANGAR-CUM-BARNSTONE	361.8	42,158	0	116.52	2,133.84	2,250.36
NEWTON	335.7	20,065	0	59.77	2,133.84	2,193.61
NORMANTON-ON-SOAR	190.2	14,435	0	75.89	2,133.84	2,209.73
NORMANTON-ON-THE-WOLDS	154.8	8,500	0	54.91	2,133.84	2,188.75
ORSTON	227.5	9,500	0	41.76	2,133.84	2,175.60
OWTHORPE	51.3	0	0	-	2,133.84	2,133.84
PLUMTREE	123.5	5,365	0	43.44	2,133.84	2,177.28
RADCLIFFE-ON-TRENT	3,400.3	328,605	0	96.64	2,133.84	2,230.48
RATCLIFFE-ON-SOAR	59.9	0	0	-	2,133.84	2,133.84
REMPSTONE	209.9	5,815	0	27.70	2,133.84	2,161.54
RUDDINGTON	2,908.8	329,130	11,100	116.97	2,133.84	2,250.81
SAXONDALE	15.0	0	0	-	2,133.84	2,133.84
SCARRINGTON	84.6	750	0	8.87	2,133.84	2,142.71
SCREVETON	84.0	0	0	-	2,133.84	2,133.84
SHELFORD	116.0	10,000	0	86.21	2,133.84	2,220.05

SHELTON	62.3	790	0	12.68	2,133.84	2,146.52
SIBTHORPE	60.3	1,840	0	30.51	2,133.84	2,164.35
STANFORD-ON-SOAR	66.9	4,000	0	59.79	2,133.84	2,193.63
STANTON-ON-THE-WOLDS	216.6	7,340	0	33.89	2,133.84	2,167.73
SUTTON BONINGTON	653.5	38,500	0	58.91	2,133.84	2,192.75
THOROTON	78.0	0	0	-	2,133.84	2,133.84
THRUMPTON	73.9	3,680	0	49.80	2,133.84	2,183.64
TOLLERTON	818.5	69,115	0	84.44	2,133.84	2,218.28
UPPER BROUGHTON	163.8	8,500	0	51.89	2,133.84	2,185.73
WEST BRIDGFORD	14,773.7	0	796,400	53.91	2,133.84	2,187.75
WEST LEAKE	68.4	2,100	0	30.70	2,133.84	2,164.54
WHATTON-IN-THE-VALE	381.3	20,755	0	54.43	2,133.84	2,188.27
WIDMERPOOL	170.2	8,500	0	49.94	2,133.84	2,183.78
WILLOUGHBY-ON-WOLDS	296.4	11,090	0	37.42	2,133.84	2,171.26
WIVERTON & TITHBY	53.8	0	0	-	2,133.84	2,133.84
WYSALL & THORPE IN THE GLEBE	207.3	17,800	0	85.87	2,133.84	2,219.71
TOTAL RUSHCLIFFE BOROUGH COUNCIL	45,387.6	2,439,696	816,700	71.75		

RUSHCLIFFE BOROUGH COUNCIL – COUNCIL TAX BANDS – 2022/23

At its meeting on 3 March 2022, Rushcliffe Borough Council, in accordance with Section 30 of the Local Government Finance Act 1992, set the amounts shown below as the amounts of Council Tax for the year 2022/2023 for each of the categories of dwellings and areas indicated.

<u>PARISH AREA</u>	A	B	C	D	E	F	G	H
	£	£	£	£	£	£	£	£
Aslockton	1,444.52	1,685.28	1,926.02	2,166.78	2,648.28	3,129.80	3,611.30	4,333.56
Barton-in-Fabis	1,439.84	1,679.82	1,919.78	2,159.76	2,639.70	3,119.66	3,599.60	4,319.52
Bingham	1,483.03	1,730.20	1,977.36	2,224.54	2,718.88	3,213.23	3,707.57	4,449.08
Bradmore	1,438.29	1,678.02	1,917.72	2,157.44	2,636.86	3,116.31	3,595.73	4,314.88
Bunny	1,475.83	1,721.80	1,967.76	2,213.74	2,705.68	3,197.63	3,689.57	4,427.48
Car Colston	1,422.56	1,659.66	1,896.74	2,133.84	2,608.02	3,082.22	3,556.40	4,267.68
Clipston	1,422.56	1,659.66	1,896.74	2,133.84	2,608.02	3,082.22	3,556.40	4,267.68
Colston Bassett	1,478.20	1,724.57	1,970.93	2,217.30	2,710.03	3,202.77	3,695.50	4,434.60
Costock	1,464.38	1,708.45	1,952.50	2,196.57	2,684.69	3,172.83	3,660.95	4,393.14
Cotgrave	1,486.84	1,734.65	1,982.45	2,230.26	2,725.87	3,221.49	3,717.10	4,460.52
Cropwell Bishop	1,521.32	1,774.88	2,028.42	2,281.98	2,789.08	3,296.20	3,803.30	4,563.96
Cropwell Butler	1,447.04	1,688.22	1,929.38	2,170.56	2,652.90	3,135.26	3,617.60	4,341.12
East Bridgford	1,456.35	1,699.08	1,941.79	2,184.52	2,669.96	3,155.42	3,640.87	4,369.04
East Leake	1,487.66	1,735.61	1,983.54	2,231.49	2,727.37	3,223.27	3,719.15	4,462.98
Elton	1,422.56	1,659.66	1,896.74	2,133.84	2,608.02	3,082.22	3,556.40	4,267.68
Flawborough	1,422.56	1,659.66	1,896.74	2,133.84	2,608.02	3,082.22	3,556.40	4,267.68
Flintham	1,492.13	1,740.83	1,989.50	2,238.20	2,735.57	3,232.96	3,730.33	4,476.40
Gotham	1,464.44	1,708.52	1,952.58	2,196.66	2,684.80	3,172.96	3,661.10	4,393.32
Granby	1,462.03	1,705.71	1,949.37	2,193.05	2,680.39	3,167.75	3,655.08	4,386.10
Hawksworth	1,526.84	1,781.32	2,035.78	2,290.26	2,799.20	3,308.16	3,817.10	4,580.52
Hickling	1,444.89	1,685.71	1,926.51	2,167.33	2,648.95	3,130.59	3,612.22	4,334.66
Holme Pierrepont & Gamston	1,445.27	1,686.15	1,927.02	2,167.90	2,649.65	3,131.42	3,613.17	4,335.80
Keyworth	1,472.94	1,718.44	1,963.91	2,209.41	2,700.38	3,191.38	3,682.35	4,418.82
Kingston-on-Soar	1,446.80	1,687.94	1,929.06	2,170.20	2,652.46	3,134.74	3,617.00	4,340.40
Kinoulton	1,432.81	1,671.62	1,910.41	2,149.22	2,626.82	3,104.44	3,582.03	4,298.44
Kneeton	1,422.56	1,659.66	1,896.74	2,133.84	2,608.02	3,082.22	3,556.40	4,267.68
Langar cum Barnstone	1,500.24	1,750.29	2,000.31	2,250.36	2,750.43	3,250.53	3,750.60	4,500.72
Newton	1,462.41	1,706.15	1,949.87	2,193.61	2,681.07	3,168.55	3,656.02	4,387.22
Normanton-on-Soar	1,473.15	1,718.69	1,964.20	2,209.73	2,700.77	3,191.84	3,682.88	4,419.46
Normanton-on-the-Wolds	1,459.17	1,702.37	1,945.55	2,188.75	2,675.13	3,161.53	3,647.92	4,377.50
Orston	1,450.40	1,692.14	1,933.86	2,175.60	2,659.06	3,142.54	3,626.00	4,351.20
Owthorpe	1,422.56	1,659.66	1,896.74	2,133.84	2,608.02	3,082.22	3,556.40	4,267.68
Plumtree	1,451.52	1,693.45	1,935.35	2,177.28	2,661.11	3,144.97	3,628.80	4,354.56
Radcliffe-on-Trent	1,486.99	1,734.82	1,982.64	2,230.48	2,726.14	3,221.81	3,717.47	4,460.96
Ratcliffe-on-Soar	1,422.56	1,659.66	1,896.74	2,133.84	2,608.02	3,082.22	3,556.40	4,267.68
Rempstone	1,441.03	1,681.20	1,921.36	2,161.54	2,641.88	3,122.23	3,602.57	4,323.08
Ruddington	1,500.54	1,750.64	2,000.72	2,250.81	2,750.98	3,251.18	3,751.35	4,501.62
Saxondale	1,422.56	1,659.66	1,896.74	2,133.84	2,608.02	3,082.22	3,556.40	4,267.68
Scarrington	1,428.47	1,666.56	1,904.62	2,142.71	2,618.86	3,095.03	3,571.18	4,285.42
Screveton	1,422.56	1,659.66	1,896.74	2,133.84	2,608.02	3,082.22	3,556.40	4,267.68
Shelford	1,480.03	1,726.71	1,973.37	2,220.05	2,713.39	3,206.75	3,700.08	4,440.10
Shelton	1,431.01	1,669.52	1,908.01	2,146.52	2,623.52	3,100.54	3,577.53	4,293.04
Sibthorpe	1,442.90	1,683.39	1,923.86	2,164.35	2,645.31	3,126.29	3,607.25	4,328.70
Stanford-on-Soar	1,462.42	1,706.16	1,949.89	2,193.63	2,681.10	3,168.58	3,656.05	4,387.26
Stanton-on-the-Wolds	1,445.15	1,686.02	1,926.86	2,167.73	2,649.44	3,131.17	3,612.88	4,335.46
Sutton Bonington	1,461.83	1,705.48	1,949.10	2,192.75	2,680.02	3,167.31	3,654.58	4,385.50
Thoroton	1,422.56	1,659.66	1,896.74	2,133.84	2,608.02	3,082.22	3,556.40	4,267.68
Thrumpton	1,455.76	1,698.39	1,941.01	2,183.64	2,668.89	3,154.15	3,639.40	4,367.28
Tollerton	1,478.85	1,725.34	1,971.80	2,218.28	2,711.22	3,204.19	3,697.13	4,436.56
Upper Broughton	1,457.15	1,700.02	1,942.86	2,185.73	2,671.44	3,157.17	3,642.88	4,371.46
West Bridgford	1,458.50	1,701.59	1,944.66	2,187.75	2,673.91	3,160.09	3,646.25	4,375.50
West Leake	1,443.03	1,683.54	1,924.03	2,164.54	2,645.54	3,126.56	3,607.57	4,329.08
Whatton	1,458.85	1,701.99	1,945.12	2,188.27	2,674.55	3,160.84	3,647.12	4,376.54
Widmerpool	1,455.85	1,698.50	1,941.13	2,183.78	2,669.06	3,154.36	3,639.63	4,367.56
Willoughby-on-the-Wolds	1,447.51	1,688.76	1,930.00	2,171.26	2,653.76	3,136.27	3,618.77	4,342.52
Wiverton & Tithby	1,422.56	1,659.66	1,896.74	2,133.84	2,608.02	3,082.22	3,556.40	4,267.68
Wysall & Thorpe in the Glebe	1,479.81	1,726.45	1,973.07	2,219.71	2,712.97	3,206.25	3,699.52	4,439.42



Council

Thursday, 3 March 2022

Levelling Up White Paper and Devolution Opportunities

Report of the Chief Executive

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

1. Purpose of report

- 1.1. The Government published its Levelling Up White Paper on 2 February 2022, and this included a set of ambitions around “levelling up” as well as guidance on options for the devolution of powers and budgets to areas of the country which do not as yet have a devolution deal. Any area which would like a devolution deal is to be offered one by 2030.
- 1.2. This report and appendix give an update on the Levelling Up White Paper in particular how it could affect district councils and suggests some timescales and next steps.
- 1.3. The Council is a member of the Nottingham and Nottinghamshire Economic Prosperity Committee (EPC), alongside all the local authorities in Nottingham and Nottinghamshire. The Leader attends this meeting on behalf of the Council. The contents of the Levelling Up White Paper and the potential for a county deal, or combined authority for the area has, and continues to be, considered by the EPC.

2. Recommendation

It is RECOMMENDED that Council

- a) acknowledges the opportunities for enhanced devolution contained within the Levelling Up White Paper; and
- b) asks the Leader and Chief Executive to continue working with the other local authority leaders and chief executives in Nottingham and Nottinghamshire on any devolution bids and brings an update to a future Council meeting for further debate.

3. Reasons for recommendation

To ensure that all Councillors are sighted on the potential opportunities contained within the Levelling Up White Paper and that Council is kept updated on any future bids to government around devolution.

4. Supporting information

- 4.1. Appendix A is a summary of the Levelling Up White Paper issued by the District Councils Network which provides a factual overview of the key points that affect district councils. This report does not attempt to precis the White Paper but instead directs readers to the useful overview in Appendix A.
- 4.2. Over the last few months, the Leader and Chief Executive have been working with leaders and chief executives from the eight other Nottingham and Nottinghamshire local authorities on a bid for a “County Deal” as invited by the former Minister Robert Jenrick.
- 4.3. The work undertaken includes investigation and proposals as to how the local authorities could work together more collaboratively on various strands of work including the environment, economy, skills, land, and housing, supporting young people and transport. It was anticipated that a business case would then be presented to government for a “County Deal” for Nottingham and Nottinghamshire.
- 4.4. Following the appointment of Michael Gove as Secretary of State for Levelling up, Housing and Communities on 15 September 2021, government officials have been reviewing the proposals for county deals and other forms of devolution and the published White Paper included the table set out in Annex 1 of Appendix A.
- 4.5. This table makes it clear that there are different opportunities for devolution as part of a county deal, with three levels available. It is very likely that the highest level of devolved powers (level three) which involves having a Directly Elected Mayor, across a functioning economic area, will bring with it the biggest opportunity for investment in the area. The table below sets out the amount of funding that has been given with devolution deals to combined authority areas. The figures for East Midlands region include Notts, Leics and Derby.

Combined Authorities Comparison

	Greater Manchester	Liverpool City	West of England	West Midlands	Sheffield City	Cambs/ Peterboro'	Tees Valley	North of Tyne	East Midlands
Membership (not inc. mayor)	10	6 + LEP	3	20 (7 const, 10 non const, 3 LEPs)	10 (4 const, 5 non const + LEP)	8 + LEP	5 + LEP	3 + LEP	–
Population	2,798,000	1,507,000	908,000	2,808,000	1,819,000	937,000	701,000	846,000	3,335,000
Geographical Area	1,272 km ²	724 km ²	982 km ²	899 km ²	1,548 km ²	3,386 km ²	811 km ²	5,258 km ²	6,925 km ²
Economic Output	£56.3bn	£29.5bn	£26.7bn	£59.3bn	£27bn	£22bn	£11.4bn	£18.6bn	£74.3bn
Investment Fund (30 years)	£900m	£900m	£900m	£1.1bn	£900m	£600m	£450m	£600m	£0

- 4.6. There is no clear proposal yet for a county deal for Nottinghamshire and Nottingham, as the work that has been undertaken so far will be revisited in the light of the White Paper, but Nottingham and Nottinghamshire were mentioned in the Levelling Up White Paper as a pathfinder for the first round of county deals to be agreed. The government has said it will agree deals with the first areas by the end of 2022.
- 4.7. There are several areas for consideration to be debated and agreed, not least the geography of a deal and the scope of what it would cover. The table below sets out some thoughts on whether the N2 local authorities should join with the D2 authorities on a joint bid – covering the same geography as the Local Enterprise Partnership (D2N2).

Mapping the Devolution Framework

D2N2	<ul style="list-style-type: none"> Wider geography builds on existing positive and successful D2N2 collaboration to date. However, reduced powers available under Level 2 would be more difficult to implement across a wider geographical area. Nevertheless, opportunity to build up to Level 3 Level 2 incurs risk of being left behind other areas and unable to access the full range of powers and devolved funding. 	<ul style="list-style-type: none"> Takes advantage of full powers on offer. Opportunity to take control of a range of levers with a view to securing own accelerated sustainable growth. Larger functional economic area will give us greater political leverage with government – potentially leading to a larger drawdown of resources Potential for greater impact on addressing shared, cross cutting challenges e.g. air quality, integrated transport system, housing markets, major regeneration opportunities. 							
	<ul style="list-style-type: none"> Natural geographical area makes devolution with fewer powers feasible. However, benefits will be considerably reduced due to limited devolution. Nevertheless, opportunity to build up to Level 3 Level 2 incurs risk of being left behind other areas and unable to access full range of opportunities 	<ul style="list-style-type: none"> Takes advantage of full powers on offer. Fewer voices: more chance of being heard. But smaller economic area would mean that our impact with government will be a lot less... <table border="1" style="margin-left: auto; margin-right: auto;"> <tr> <td>N2:</td> <td>1.2m</td> </tr> <tr> <td>D2N2</td> <td>2.2m</td> </tr> <tr> <td>West Midlands Comb Auth</td> <td>2.9m</td> </tr> <tr> <td>Gtr Manchester Comb Auth</td> <td>2.8m</td> </tr> </table>	N2:	1.2m	D2N2	2.2m	West Midlands Comb Auth	2.9m	Gtr Manchester Comb Auth
N2:	1.2m								
D2N2	2.2m								
West Midlands Comb Auth	2.9m								
Gtr Manchester Comb Auth	2.8m								
	Level 2	Level 3							

- 4.8. One of the selling points of a Directly Elected Mayor for the region is for them to act as a single point of contact for key strategic initiatives such as the Development Corporation or the Freeport. Businesses would have one obvious office to deal with rather than the myriad of public sector organisations in place now. However, there is no instruction that local government reorganisation should occur alongside a bid for a Mayoral Combined Authority. A Mayoral Combined Authority could also include LEP powers and Police and Crime commissioner powers.
- 4.9. One example of a Mayoral Combined Authority is that of the West Midlands where there are 18 local authority and three LEP members with full or partial voting rights. This includes district, county, and unitary members.

WMCA members with full voting rights

These local councils have full voting rights on any decision WMCA makes:

- Birmingham City Council
- City of Wolverhampton Council

- Coventry City Council
- Dudley Metropolitan Borough Council
- Sandwell Metropolitan Borough Council
- Solihull Metropolitan Borough Council
- Walsall Council

WMCA members with reduced voting rights

Some local councils and LEPs have reduced voting rights. They are:

- Cannock Chase District Council
- North Warwickshire Borough Council
- Nuneaton and Bedworth Borough Council
- Redditch Borough Council
- Rugby Borough Council
- Shropshire Council
- Stratford-on-Avon District Council
- Tamworth Borough Council
- Telford and Wrekin Council
- Warwickshire County Council
- Black Country LEP
- Coventry and Warwickshire LEP
- Greater Birmingham and Solihull LEP

4.10. It should be said that the power to request and negotiate any of the county deal options set out in the annex lies with the upper tier authorities. District councils do not have the power of veto. So far, conversations and discussions have been constructive and amicable across all the councils and the leaders of Nottinghamshire County and Nottingham City Councils have expressed their desire to carry on full engagement with district councils who can bring their influence and expertise to the table.

4.11. It is expected that the first areas to agree a county deal will be asked to put forward proposals later this year with agreement by the end of the year. In the case of a new Mayoral Combined Authority, elections could be as soon as May 2023.

5. Alternative options considered and reasons for rejection

5.1. Rushcliffe Borough Council could choose not to participate in future devolution and collaboration discussions with County, City, and the other districts. This is not a recommended way forward because Rushcliffe has a long-held commitment to partnership working and to looking to achieve the best outcomes for its residents.

5.2. Whilst not all members of the Council may support all the options put forward, it is strongly recommended that the best way to participate and influence the future shape and structure of a county deal is to be part of the discussions.

6. Risks and uncertainties

6.1. Is it really “devolution” if the proposal adds another layer of government? Government is keen to have single points of contact in the regional areas which

is one reason it is keen on the mayoral model. In reality, a combined authority model is most likely to have devolved powers from government linked with some of the more strategic powers of the upper tier (county and city) councils. Districts would still deliver local services but would hopefully have some influence at a combined authority similar to the way the West Midlands Combined Authority operates.

- 6.2. This is one reason it is so important that districts remain part of the discussions so that we can continue to link the local issues to the more strategic and regional ones. It will be strongly encouraged that County and City leaders continue to engage with districts and that a role for districts is written into any combined authority constitution. This is particularly key due to our statutory housing and planning responsibilities.

7. Implications

7.1. Financial implications

7.1.1. There are no financial implications from this report.

7.1.2. Whatever proposals are submitted to government will need to be costed and considered in a way that does not add to the local taxation burden on residents. It should be expected that efficiencies in existing models and government funding will cover any additional costs and that the additional funding secured from government will provide a compelling argument for pursuing a county deal.

7.2. Legal implications

7.2.1. There are no legal implications from this report.

7.2.2. There may be legal implications arising from any proposals put to government for a county deal and these will be considered at that time.

7.2.3. If agreement is made for a Mayoral Combined Authority to be set up there would need to be elections held for the Directly Elected Mayor.

7.3. Equalities implications

There are no equalities implications from this report.

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

There are no crime and disorder implications from this report.

8. Link to corporate priorities

Quality of Life	“Levelling Up” is around ensuring that all residents can enjoy a good quality of life with access to opportunities.
Efficient Services	The White Paper looks to secure efficient forms of local government.
Sustainable Growth	This is a key theme with both “pride in place” and “housing” included in the Levelling up white paper missions
The Environment	This is a cross-cutting theme that supports health, wellbeing and pride of place.

9. Recommendation

It is RECOMMENDED that Council

- a) acknowledges the opportunities for enhanced devolution contained within the Levelling Up White Paper; and
- b) asks the Leader and Chief Executive to continue working with the other local authority leaders and chief executives in Nottingham and Nottinghamshire on any devolution bids and brings an update to a future Council meeting for further debate.

For more information contact:	Katherine Marriott Chief Executive 0115 914 8349 kmarrriott@rushcliffe.gov.uk
Background papers available for Inspection:	
List of appendices:	Appendix A: Levelling Up White Paper, DCN Summary

Executive Summary and Overview of Key Points

Introduction

- This paper provides a factual overview of the key points in the White Paper.
- We'll provide further briefing to DCN members over the next week which will offer more of a commentary. The additional briefing will be accompanied by a template letter to send to your local MPs, setting out the DCN's views and requesting their support as we seek to secure the best possible outcome for our councils during the consultation phase.
- There's a lot of information in the White Paper. In this briefing we've pulled out the points that are most obviously relevant to DCN councils – these are mostly in Mission 9 (Pride in Place), Mission 10 (Housing) and Mission 12 (Local Leadership). These points are summarised below and highlighted in bold in the more detailed section of the briefing.
- We've tried to give a flavour of the full spectrum of the measures in the White Paper, including those where the immediate relevance to DCN councils is less direct but where there may still be implications and opportunities.
- One of the positive things about the White Paper is that its ambitions are very wide ranging. The twelve national missions it sets out give plenty of scope for our councils to get involved and play an influential role – not only through the powers and services we directly offer but through our ability to influence the wider determinants of economic, social, health and civic items. We'll come back to this in our next briefing.

Key policy announcements for DCN councils

- The UK Shared Prosperity Fund will be devolved to local leaders and distributed via an allocation methodology rather than through a competitive bidding process. Most of the fund will be allocated to district councils in two-tier areas. **The Government has now published [pre-launch guidance](#) and a [guide](#) explaining which councils will be lead authorities in each region.**
- There will be a first wave of County Deals
 - Government intends to agree deals in nine Phase 1 areas by the end of 2022: Cornwall; Derbyshire and Derby; Devon, Plymouth and Torbay; Durham; Hull and East Yorkshire; Leicestershire; Norfolk; Nottinghamshire and Nottingham; and Suffolk.
 - The framework of options for County Deals offers the most powers to a directly elected mayoral model; fewer powers to a single accountable institution model (i.e. county council); and minimal powers to a joint committee model.
 - Involvement of district authorities will be encouraged, but deals will only be agreed with county and unitary local authorities.
- Government will not impose top-down restructuring of local government. Reorganisation will not be a requirement for a devolution deal.
- A neighbourhood governance review will look at the role and functions of parish councils in England and how to make them quicker and easier to establish.

- Powers for local authorities to require landlords to rent out vacant properties to prospective tenants, incentivising filling of vacant units.
- Local Planning Authorities will be expected to work with communities to create new local design codes to shape streets as residents wish, widen the accessibility of neighbourhood planning, and increase community say in regeneration
- Government will explore the possibility of transferring control of taxi and private hire vehicle licensing to combined authorities and upper-tier authorities.
- Creation of a new independent body in England focused on data, transparency and robust evidence.
- Introduction of Levelling Up Directors to provide a key point of contact for local areas, acting as a bridge between local leaders and central government.

The White Paper's Overarching Aims and Missions

The White Paper contains 12 national missions which frame all its policy announcements and are the basis for measuring the success of delivery:

Mission 1 - Living Standards: By 2030, pay, employment and productivity will have risen in every area of the UK, with each containing a globally competitive city, with the gap between the top performing and other areas closing.

Mission 2 - Research and Development (R&D): By 2030, domestic public investment in Research & Development outside the Greater South East will increase by at least 40% and at least one third over the Spending Review period, with that additional government funding seeking to leverage at least twice as much private sector investment over the long term to stimulate innovation and productivity growth.

Mission 3 - Transport Infrastructure: By 2030, local public transport connectivity across the country will be significantly closer to the standards of London, with improved services, simpler fares and integrated ticketing.

Mission 4 - Digital Connectivity: By 2030, the UK will have nationwide gigabit-capable broadband and 4G coverage, with 5G coverage for the majority of the population.

Mission 5 - Education: By 2030, the number of primary school children achieving the expected standard in reading, writing and maths will have significantly increased. In England, this will mean 90% of children will achieve the expected standard, and the percentage of children meeting the expected standard in the worst performing areas will have increased by over a third.

Mission 6 - Skills: By 2030, the number of people successfully completing high-quality skills training will have significantly increased in every area of the UK. In England, this will lead to 200,000 more people successfully completing high-quality skills training annually, driven by 80,000 more people completing courses in the lowest skilled areas.

Mission 7 - Health: By 2030, the gap in Healthy Life Expectancy (HLE) between local areas where it is highest and lowest will have narrowed, and by 2035 HLE will rise by 5 years.

Mission 8 - Wellbeing: By 2030, well-being will have improved in every area of the UK, with the gap between top performing and other areas closing.

Mission 9 - Pride in Place: By 2030, pride in place, such as people's satisfaction with their town centre and engagement in local culture and community, will have risen in every area of the UK, with the gap between the top performing and other areas closing.

Mission 10 - Housing: By 2030, renters will have a secure path to ownership with the number of first-time buyers increasing in all areas; and the government's ambition is for the number of non-decent rented homes to have fallen by 50%, with the biggest improvements in the lowest performing areas.

Mission 11 - Crime: By 2030, homicide, serious violence, and neighbourhood crime will have fallen, focused on the worst-affected areas.

Mission 12 - Local Leadership: By 2030, every part of England that wants one will have a devolution deal with powers at or approaching the highest level of devolution and a simplified, long-term funding settlement.

These missions fit within four overarching aims:

- a) **boost productivity, pay, jobs and living standards** by growing the private sector, especially in those places where they are lagging;
- b) **spread opportunities and improve public services**, especially in those places where they are weakest;
- c) **restore a sense of community, local pride and belonging**, especially in those places where they have been lost; and
- d) **empower local leaders and communities**, especially in those places lacking local agency.

More detail on the 12 missions

Mission 1 - Living Standards

- Government will work with a new Levelling Up Advisory Council on options for unlocking capital for SMEs.
- Drive to encourage an “Investment Big Bang” by institutional investors, including asking Local Government Pension Schemes to publish plans for up to 5% of assets to be invested in projects which support local areas.
- Direct funding, including the £1.4bn Global Britain Investment Fund, to support internationally mobile firms seeking to make or expand brown or greenfield investments.
- Focus on existing sector strategies, new technology, transformative investment and investment in Net Zero.
- Seeking to build on the Government’s Ten Point Plan for a Green Industrial Revolution (2020).

Mission 2 - Research & Development (R&D)

- The context for this mission is the Government’s R&D Roadmap and Innovation Strategy (2020).
- Spending Review 2021 committed to increase R&D spending to £22bn by 2026-27.
- Commitment to invest a minimum of 55% of R&D funding outside the South East and to support the growth of R&D hotspots across the UK.
- Office for National Statistics and UK Government Office for Science will collect and publish subnational data on all departments’ R&D spending
- BEIS will make levelling up one of the objectives of its R&D investment strategy.
- Departments are encouraged to spend R&D funding on net zero initiatives e.g. Department for Transport (DfT) will use £299m R&D funding for decarbonising transport schemes across the UK and Defra will spend £75m on net zero R&D in the next three years

Mission 3 - Transport Infrastructure

Local transport

- **Government will explore transferring control of taxi and private hire vehicle licensing to combined authorities and upper-tier authorities – page 179.**

- In addition to the £96bn Integrated Rail Plan, Government has committed £3bn this Parliament to support and improve bus services across England and introduce new zero-emission buses.
- Significant bus transformation will be funded in Mayoral Combined Authority (MCA) areas. Outside MCA areas, the Government will fund ambitious plans for bus improvement, enhancing services and reducing fares.
- As well as improvements to bus routes, the UK Government will spend over £200m this year and £2bn across the Parliament on improvements for cycling and walking.
- Government will explore devolving more transport powers and responsibilities in England. For areas where the highest level devolution deals are agreed and with directly elected leaders, Government will accelerate funding to put Local Transport Plans in place before the end of this Parliament.

Mission 4 - Digital Connectivity

- The context for this mission is the National Infrastructure Strategy (2020) which committed £5bn in public funding to roll out gigabit broadband to at least 85% of the country by 2025, aiming to achieve as close to 100% as possible.
- Public investment will target hardest to reach premises that would otherwise not be provided for by the private sector.
- £1bn deal agreed between Government and mobile operators to deliver Shared Rural Network programme. Operators will collectively increase 4G coverage to 95% by 2025.
- Ambition is for the majority of the population to have access to a 5G signal by 2027.
- Wireless Infrastructure Strategy will be published in 2022 to review how far the private sector will go to deliver wireless infrastructure (including 5G) across the UK.
- Local leaders and Government will continue to work to develop Local Digital Skills Partnerships, which are operating in seven regions across England.

Mission 5 - Education

- Continued encouragement for schools to join Multi Academy Trusts.
- New Education Investment Areas (EIAs) to drive school improvement. They will cover a third of authorities in England, where attainment is weakest.
- £300m investment in Family hubs and Start for Life across half of local authorities in England.
- £200m to expand the Supporting Families Programme.

Mission 6 - Skills

- Reform of the funding and accountability for Further Education. This will embed local employers at the heart of an increasingly devolved, outcomes-oriented system, enabling providers to respond effectively to local skills needs as they evolve over time.
- Increasing funding for apprenticeships to £2.7bn by 2024-25.
- Easier for large employers to transfer their Apprenticeship Levy to SMEs to further support apprenticeships in disadvantaged areas
- From April 2022 the Lifetime Skills Guarantee will expand to include a trial enabling any adult with a level 3 qualification or higher who earns below the National Living Wage or who is unemployed to access a further high-value level 3 qualification for free, regardless of their prior qualifications.
- Multiply numeracy programme, offering national and local support for adults to gain or improve their numeracy skills, worth £559m over the Spending Review period and delivered as part of the UK Shared Prosperity Fund.
- £99m investment over the next three years in an In-Work Progression offer. This will extend work coach support to people on low incomes across Great Britain to address any skills or wider barriers to progression

Mission 7 - Health and Mission 8 - Wellbeing

- A White Paper on Health Disparities is expected in 2022. It will focus on reducing the gap between health outcomes with a focus on prevention and demographic disparities. It will promote community-mobilised place-based solutions.
- A National Food Strategy white paper will be published and include pilot programmes building on Holiday Activities and Food programmes spearheaded by many DCN members.
- NHS England to roll out comprehensive social prescribing and green social prescribing (green space access to improve mental wellbeing), increasing link workers by 1000, and with the aim that 900,000 people will have been referred by 2023-24.

Mission 9 - Pride in Place

- Much of this mission centres on the role of Local Planning Authorities (LPAs), provision of greenspace and efforts to harness community engagement. These are all within the purview of districts.
- **The '80/20 rule' will be scrapped, with much of the £1.8 billion brownfield funding instead being diverted to transforming brownfield sites in the North and Midlands. Metro Mayors will be allocated £120 million of this funding – page 208.**
- **Local authorities will have powers to require landlords to rent out vacant properties to prospective tenants, incentivising filling of vacant units – page 211.**
- **A new £30m parks fund, in addition to current Levelling Up Parks Fund, will deliver up to £1m for refurbishment to at least 30 local parks in England – page 212.**
- **A neighbourhood governance review will look at the role and functions of parish councils in England and how to make them quicker and easier to establish. It will pilot new models for community partnership and explore the idea of Community Covenants – page 215.**
- **LPAs expected to work with communities to create new local design codes to shape streets as residents wish, widen the accessibility of neighbourhood planning, and increase community say in regeneration – page 216.**
- Plans for further greening the Green Belt in England, and delivery of nature recovery.
- New Strategy for Community Spaces and Relationships, listening to communities and harnessing their power.
- 20 places identified, starting with Wolverhampton and Sheffield, to undertake ambitious, King's Cross-style regeneration projects.
- Government support to bring together funding available to local leaders to drive regeneration, and partner this with private investment. Homes England will lead this strategic approach in places.
- Dormant Assets Scheme will be expanded to unlock up to a further £880m with a consultation later in 2022. This may include a new Community Wealth Fund proposal.

Mission 10 - Housing

- As statutory providers of housing and homelessness prevention services, much of this mission is highly relevant to DCN councils.
- **New powers for councils to apply a premium of up to 100% to homes left empty for a year, rather than two years – page 225.**
- **The Renters Reform White Paper will be published in the spring – page 226.**
- **The Social Housing Regulation Bill will be brought forward, enabling those who live in poor quality social housing to hold landlords to account – page 226.**
- Government will deliver previously announced £2bn of investment to tackle root causes of homelessness and rough sleeping over the next three years, building on Rough Sleeping Initiative

- Continuation of previous policy announcements made in the Planning White Paper, including further support for re-using brownfield land for development; a more positive approach to employment land in national policy to support the provision of jobs; and increased engagement with infrastructure providers in plan making to bolster productivity
- New Task Force to be launched shortly to look at ways to provide better choice, quality and security of housing for older people.

Mission 11 - Crime

- **Police in England will be given powers to deal with noise complaints. This will remain the statutory duty for district councils but will provide the police effective tools to tackle incidents which constitute crime and anti-social behaviour – page 233.**
- The Police, Crime, Sentencing and Courts Bill will seek to create a legal duty for public sector partners to work together to prevent and tackle serious violence.
- There will be £50m each year until 2024/25 in the Safer Streets Fund, with two rounds 18 months apart available.
- Local authorities are being encouraged to take greater advantage of unpaid work placements to improve the local area.
- A National Spring Clean will be brought forward which will see Community Payback leveraged in support of cleaning up neighbourhoods.

Mission 12 - Local Leadership

- This mission contains the most significant measures for DCN councils and is the crux of the White Paper from our perspective.
- The Government sets out four principles for further devolution (i) Effective Leadership (ii) Sensible Geography (iii) Flexibility (iv) Appropriate Accountability.
- **Local devolution will be offered in shire areas via County Deals. The involvement of district authorities will be encouraged, but deals will only be agreed with county and unitary local authorities. No authority will have a veto over the progress of neighbours who are prepared to move quickly and adopt strong governance models – page 137.**
- **Creation of a new independent body in England focused on data, transparency and robust evidence. The aim is to enhance the Government’s understanding of place-based leadership, quality of local service delivery and organisational efficacy – page 138.**
- **The devolution framework is designed to create a flexible and tiered approach. The government has laid out a menu of options that offers the most powers to a directly elected mayoral model; fewer powers to a single accountable institution model (i.e. county council); and minimal powers to a joint committee model – page 140.**
- **Annex 1 below outlines the menu of powers on offer. The main areas are:**
 - **Strategic delivery of services**
 - **Supporting local businesses**
 - **Local control of sustainable transport**
 - **Investment spending**
 - **Adult skills and the labour market**
 - **Local control of infrastructure decisions**
 - **Keeping the public safe and healthy**
 - **Financing local initiatives for residents and business**
- **Government will not impose top-down restructuring of local government. Reorganisation will remain a locally led avenue available where there is broad local support, but will not be a requirement for a devolution deal - page 143.**

- 9 areas have been invited to start formal negotiations to agree County Deals - Cornwall; Derbyshire and Derby; Devon, Plymouth and Torbay; Durham; Hull and East Yorkshire; Leicestershire; Norfolk; Nottinghamshire and Nottingham; and Suffolk – page 235.
- The proposed combined authority models are to be made up of upper-tier local authorities only. District councils can be non-constituent members only. County councils will be expected to work closely with their district councils – page 235.
- The UK Shared Prosperity Fund will be devolved to local leaders and distributed via an allocation methodology rather than through a competitive bidding process. Most of the fund will be allocated to and invested by districts in two-tier areas – page 242.
- There will be trailblazer deals in metropolitan areas for MCAs in West Midlands and Greater Manchester to act as blueprints for others.
- The integration of LEPs into MCAs, the GLA and County Deals is encouraged. Where a devolution deal does not yet exist, LEPs will continue to play their part, but likely with less funding. Where devolution deals cover part of a LEP, this will be looked at on a case-by-case basis.

Other points

- Government will appoint Levelling Up Directors. They will provide a key point of contact for local areas, acting as a bridge between local leaders and central government – page 247.
- Government will engage with local government and key stakeholders on the simplification of the local growth funding landscape – page 247.
- Creation of a new Levelling Up Advisory Council – see page 156.

Annex 1 – summary of County Deal Options

Table 2.3 Devolution Framework

Level 3 – A single institution or County Council with a directly elected mayor (DEM), across a FEA or whole county area

Level 2 – A single institution or County Council without a DEM, across a FEA or whole county area

Level 1 – Local authorities working together across a FEA or whole county area e.g. through a joint committee

Function	Detail	L1	L2	L3
Strategic role in delivering services	Host for Government functions best delivered at a strategic level involving more than one local authority e.g. Local Nature Recovery Strategies	✓	✓	✓
	Opportunity to pool services at a strategic level	✓	✓	✓
	Opportunity to adopt innovative local proposals to deliver action on climate change and the UK's Net Zero targets	✓	✓	✓
Supporting local businesses	LEP functions including hosting strategic business voice		✓	✓
Local control of sustainable transport	Control of appropriate local transport functions e.g. local transport plans*		✓	✓
	Defined key route network*			✓
	Priority for new rail partnerships with Great British Railways – influencing local rail offer, e.g. services and stations			✓
	Ability to introduce bus franchising		✓	✓
	Consolidation of existing core local transport funding for local road maintenance and smaller upgrades into a multi-year integrated settlement			✓
Investment spending	UKSPF planning and delivery at a strategic level		✓	✓
	Long-term investment fund, with an agreed annual allocation			✓
Giving adults the skills for the labour market	Devolution of Adult Education functions and the core Adult Education Budget		✓	✓
	Providing input into Local Skills Improvement Plans		✓	✓
	Role in designing and delivering future contracted employment programmes			✓
Local control of infrastructure decisions	Ability to establish Mayoral Development Corporations (with consent of host local planning authority)			✓
	Devolution of locally-led brownfield funding			✓
	Strategic partnerships with Homes England across the Affordable Housing Programme and brownfield funding			✓
	Homes England compulsory purchase powers (held concurrently)		✓	✓
Keeping the public safe and healthy	Mayoral control of Police and Crime Commissioner (PCC) functions where boundaries align^			✓
	Clear defined role in local resilience*		✓	✓
	Where desired offer MCAs a duty for improving the public's health (concurrently with local authorities)			✓
Financing local initiatives for residents and business	Ability to introduce mayoral precepting on council tax*			✓
	Ability to introduce supplement on business rates (increases subject to ballot)			✓



Council

Thursday, 3 March 2022

Upper Saxondale Community Governance Review

Report of the Chief Executive

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

1. Purpose of report

- 1.1. In December 2021, Council received a petition from residents of Upper Saxondale requesting the establishment of a new Upper Saxondale Parish Council, separate to the existing parish councils in the area. The petition was validated by the Borough Council's Electoral Services team with 233 valid signatories.
- 1.2. Following validation of the petition, the Council is required to carry out a Community Governance Review in accordance with Part 4 of the Local Government and Public Involvement in Health Act 2007.
- 1.3. This report sets out the key issues to be addressed and seeks approval for the Terms of Reference for the Upper Saxondale Community Governance Review and the establishment of a cross party Task and Finish Group.

2. Recommendation

It is RECOMMENDED that Council:

- a) notes the process involved for the delivery of a Community Governance Review and the proposed timetable;
- b) approves the Terms of Reference for the Community Governance Review (Appendix Two);
- c) establishes a cross party Task and Finish Group to consider the Council's position in response to the consultation to be undertaken as part of the Review; and
- d) approves the Task and Finish Group Terms of Reference (Appendix Three).

3. Reasons for Recommendation

The Council as principal Council has a responsibility under the Local Government and Public Involvement in Health Act 2007, to undertake a Community Governance Review if one is requested by the community and sufficient community support, in the form of a valid petition, is received.

4. Supporting Information

The Petition

- 4.1. Under the Local Government and Public Involvement in Health Act 2007, the Council must carry out a Community Governance Review on receipt of a valid petition specifying one or more recommendations, which the petitioners wish a review to consider making.
- 4.2. At the Council meeting in December 2021, a petition was submitted asking for the creation of a separate parish for Upper Saxondale which is currently divided between the parishes of Radcliffe-on-Trent and Cropwell Butler. The petition contained 235 signatures from people indicating they were electors of the proposed new Upper Saxondale parish. At that time Radcliffe-on-Trent parish had 6,519 local electors and Cropwell Butler parish had 555 local electors (based on the 1 December 2021 Electoral Register). For a petition of this type to be valid it must be signed by at least 187 of the electors in an area where there are between 500 and 2,499 electors (in this case the 'area' is that defined by the petition (and map) provided at Appendix One). Following checking of the petition, it was established that it contained 233 valid signatures. Consequently, the petition was determined as valid for the purposes of the Community Governance Review.
- 4.3. The petition proposes the creation of a separate parish council for Upper Saxondale with the wording set out below:

“This petition recommends the creation of the parish of Upper Saxondale in the borough of Rushcliffe, Nottinghamshire. This will:

 - ensure that Upper Saxondale electors are effectively represented at parish level
 - ensure that the parish precept is spent for the benefit of the Upper Saxondale community
 - ensure a sustainable future for the maintenance and protection of the environment and facilities at Upper Saxondale”.
- 4.4. The Upper Saxondale Residents' Association petitioned residents between 8 October and 31 October 2021. They also held a residents' coffee morning to discuss the proposals and delivered an information booklet including map to every home in the village – Appendix One.

Community Governance Review

- 4.5. A Community Governance Review is the process used to consider whether a new parish council for Upper Saxondale should be created. It is anticipated that the Review will recommend to Council whether to establish such a parish council, and if so, the boundary, name and style, and the electoral arrangements, including how many councillors and the election cycle.
- 4.6. The recommendations made in a Community Governance Review have two main objectives:
- to improve community engagement and better local democracy; and
 - more effective and convenient delivery of local services.
- 4.7. The Review must ensure that community governance reflects the identities and interests of the community in that area, and is effective and convenient.
- 4.8. It is proposed that a Community Governance Review is conducted in line with the Terms of Reference set out in Appendix Two.
- 4.9. As part of the Terms of Reference, the Council has to provide the number of electors in the area. This will be used to decide on the electoral arrangements if the Council recommends that a separate parish council for Upper Saxondale is created. The Council has used the Register of Electors of 1 December 2021, in providing the existing parish electorate figures. The Council must also give consideration to the electorate forecasts for the next five years which are set out in the proposed Terms of Reference.

The Review Process

- 4.10. There are two main stages to a Community Governance Review. During the first stage, the Council consults the affected community to gather opinions on whether a parish council for Upper Saxondale should be created – a ‘yes’ or ‘no’ answer is sought. At the second stage, agreement is sought with the the recommendations of the Council’s Task and Finish Group before these recommendations are made to Council. The legislation includes a requirement to consult local government electors who are affected by the proposals and also those who appear to have an interest.
- 4.11. The key stages of the Review, including the consultation proposed, is set out below:

Action	Timescale
Council agree Terms of Reference	3 March 2022
First meeting of the Task and Finish Group focusing on background information	w/b 7 March 2022
Stage one consultation on the proposal to create a parish council	21 March to 13 May 2022

Second meeting of the Task and Finish Group to consider the outcome of the stage one consultation and develop draft proposals	w/b 6 June 2022
Stage two consultation on the draft proposals of the Task and Finish Group	27 June to 19 August 2022
Third meeting of the Task and Finish Group to consider the outcome of the stage two consultation and draft recommendations	w/b 29 August 2022
Council considers recommendations for final approval	29 September 2022
If required: Organisation of Community Governance Order	30 September 2022
If agreed: Establishment of a new parish council for Upper Saxondale	4 May 2023

Task and Finish Group

- 4.12. To support the delivery of the Review, the establishment of a cross-party Task and Finish Group is recommended. As with other such groups it is proposed this will comprise nine Councillors and will be politically balanced. The Terms of Reference for the Task and Finish Group are attached at Appendix Three.
- 4.13. It is intended that the Task and Finish Group will meet on three occasions. At the first meeting, the petitioners from Upper Saxondale will be invited to send a representative to address the Group to outline why they believe the community needs its own parish council. The Group will also receive more detailed information about the Community Governance Review process from officers and be able to feed into the stage one consultation. The second meeting of the Group will consider the submissions received as part of the first round of consultation undertaken in April and May and take officer advice relating to the cost of running the new parish council, the potential transfer of assets to the new parish council, and to develop draft proposals for the second stage of the consultation. The second stage of consultation will take place between July and August and will be followed by the final meeting of the Task and Finish Group. The consultation responses will be considered and final recommendations formulated. The Group will report to Council in September 2022. If required, a Community Governance Order will be drawn up at this point.

Other issues for consideration

- 4.14. The Task and Finish Group, in considering the outcomes of both consultation exercises, need to be mindful of the following issues:
- Is there sufficient support for a parish council in Upper Saxondale?
 - Would a parish council in Upper Saxondale provide convenient and effective governance?
 - If yes:
 - Should a parish council be established?
 - How many parish councillors are needed?
 - Should the parish be warded?

- 4.15. If, following consultation and delivery of the Community Governance Review, the Council is minded to recommend and agrees to the creation of a parish council for Upper Saxondale a Reorganisation of Community Governance Order will need to be adopted by Council. This is a requirement of Part 4 of the Local Government and Public Involvement in Health Act 2007.
- 4.16. The Reorganisation Order may cover consequential matters if relevant including:
- the transfer and management or custody of property;
 - the setting of precepts for new parishes;
 - provision with respect to the transfer of any functions, property, rights and liabilities;
 - provision for the transfer of staff, compensation for loss of office, pensions; and
 - and other staffing matters.
- 4.17. The electoral arrangements for a new parish council, if agreed, would come into force at the next scheduled parish council elections in May 2023.

5. Alternative options considered and reasons for rejection

The valid petition has triggered a Community Governance Review. The Council would not be carrying out its responsibilities under the Local Government and Public Involvement in Health Act 2007, if it did not now carry out a Community Governance Review.

6. Risks and Uncertainties

There is a risk in terms of meeting the timeline set out above in order to hold parish council elections in line with the May 2023 elections if required. Additionally, it may be necessary to seek input from National Association of Local Councils if the decision is taken to create a new parish.

7. Implications

7.1. Financial Implications

It is recognised that there are potential additional costs associated with the establishment of a parish council. The level and detail of these costs are something that would be determined by the parish council at the time a decision was made on its establishment. It will be the responsibility of the parish council to determine the nature and level of its ongoing costs, which will be linked to its activities and the level of support required to deliver these e.g. associated salaries, premises, and any assets that might be transferred to its possession.

7.2. Legal Implications

The legal implications are set out within the body of the report.

7.3. Equalities Implications

There are no Equalities Implications connected to the recommendations of this report.

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

There are no Section 17 Implications connected to the recommendations of this report.

8. Link to Corporate Priorities

Quality of Life	It is important that residents feel that their community is governed at an appropriate level and is representative of their identify as a community – this contributes towards their quality of life.
Efficient Services	It is important that local governance is appropriate to the community and operates effectively.
Sustainable Growth	
The Environment	

9. Recommendation

It is RECOMMENDED that Council:

- a) notes the process involved for the delivery of a Community Governance Review and the proposed timetable;
- b) approves the Terms of Reference for the Community Governance Review (Appendix Two);
- c) establishes a cross party Task and Finish Group to consider the Council's position in response to the consultation to be undertaken as part of the Review; and
- d) approves the Task and Finish Group Terms of Reference (Appendix Three).

For more information contact:	Charlotte Caven-Atack Service Manager – Corporate Services 0115 914 8278 ccaven-atack@rushcliffe.gov.uk
Background papers available for Inspection:	
List of appendices:	Appendix One: The Petition Document Appendix Two: Terms of Reference for the Community Governance Review Appendix Three: Terms of Reference for the Task and Finish Group

CREATION OF UPPER SAXONDALE PARISH

UPPER SAXONDALE PETITION

This petition recommends the creation of the parish of Upper Saxondale in the borough of Rushcliffe, Nottinghamshire. This will:

- ensure that Upper Saxondale electors are effectively represented at parish level
- ensure that the parish precept is spent for the benefit of the Upper Saxondale community
- ensure a sustainable future for the maintenance and protection of the environment and facilities at Upper Saxondale

About Upper Saxondale

Upper Saxondale is a conservation area situated on a site of thirty hectares. It sits between two main trunk roads, the A52 and the A46, which intersect at nearby Saxondale roundabout.

In the late 19th century Nottinghamshire County Council built a psychiatric hospital on the site, which opened in 1899 and eventually closed in 1988. After some years a developer, David Wilson Homes (DWH), bought the site for redevelopment as residential accommodation. The housing development commenced in 1996 and was completed in 2002.

Uniquely within the borough of Rushcliffe, the village is a mix of a small number of houses originally built to accommodate hospital staff, conversions of Victorian hospital buildings which are set around the established parkland, and new-build houses. It is surrounded by open space including a nature reserve, orchard and fields. Within the area there are 326 homes, a church and a commercial building which includes a restaurant, a wellbeing studio and office space. There is also a play park, a modern brick-built community hall with three adjacent tennis courts and an independent bowling club with green and clubhouse.

The parkland adjacent to the conversions has been retained by DWH, who are liable to maintain and ultimately transfer it under a s106 agreement with Rushcliffe Borough Council (RBC). Other land was originally retained by DWH but then transferred to Upper Saxondale Residents Association (see below) for a nominal consideration. This includes the community hall, tennis courts, nature reserve, orchard, and the site of the play park.

Current parish boundary

At present Upper Saxondale is partly within the parish of Radcliffe-on-Trent and partly within the parish of Cropwell Butler, so the boundary between the parishes cuts Upper Saxondale in two. This boundary is shown on the map on page 4. Of the 326 houses and 659 electors in Upper Saxondale, 259 houses and 531 electors are in Radcliffe-on-Trent parish, and 67 houses and 128 electors are in Cropwell Butler parish.

This boundary was established before Upper Saxondale was developed and is anomalous in current circumstances. The solution recommended by this petition is the creation of a separate Upper Saxondale parish.

Ward boundary review

Upper Saxondale is also split between the wards of Radcliffe-on-Trent and Cropwell, with the boundary between the wards following the parish boundary. Again, this is anomalous in current circumstances and USRACic (see below) has made a submission to the ongoing Rushcliffe ward boundary review, to propose that the boundary should be moved so that Upper Saxondale is entirely within one ward. The proposal is that Upper Saxondale should be in the Cropwell ward, given that the Radcliffe-on-Trent ward mainly comprises the larger, more built-up, village of Radcliffe-on-Trent itself, whereas the Cropwell ward comprises a number of villages of broadly comparable size to Upper Saxondale.

Upper Saxondale Residents Association (USRA)

Upper Saxondale Residents Association (USRA) was formed following the development of housing at Upper Saxondale around 20 years ago. When DWH transferred the land and assets to USRA, they were initially held by USRA trustees. It was subsequently felt that a more robust arrangement was needed and USRA therefore became USRAcic, a community interest company. USRAcic not only owns and manages the village hall, tennis courts and other assets, it also organises community activities such as children's parties, carols around the Christmas tree and a local 'Saxonbury' festival.

The existence of USRAcic is a strong indication of the real sense of community identity and engagement at Upper Saxondale, and of the willingness of residents to participate in voluntary activities to support their community. Membership of USRAcic is open to all Upper Saxondale residents, who are asked to pay a membership subscription of £5 per household per month. However given that this funding is not secure, there is a concern that if USRAcic were at some point to be unable to maintain assets such as the village hall and other land, the unique environment at Upper Saxondale could suffer as a result.

Current parish budget and services

Taking the current position for the Radcliffe-on-Trent and Cropwell Butler parishes in turn.

Radcliffe-on-Trent:

- has 3,256 houses and 6,592 electors, of which (as above) 259 houses and 531 electors are in Upper Saxondale
- has an annual budget of £306,529 and a band D tax rate £94.14
- has 18 parish councillors
- provides services specifically in Upper Saxondale to maintain the play park, a flower planter and two dog-mess bins, and posts parish updates on one notice board.

Cropwell Butler:

- has 338 houses and 555 electors, of which (as above) 67 houses and 128 electors are in Upper Saxondale
- has an annual budget of £12,420 and a band D tax rate £36.77
- has 6 parish councillors
- provides services specifically in Upper Saxondale to maintain one dog-mess bin.

Rationale for a new Upper Saxondale parish

Upper Saxondale is one integral community, with its own identity and sense of place. Upper Saxondale residents describe themselves as coming from Upper Saxondale, not from Radcliffe-on-Trent or from Cropwell Butler. The role and activities of USRAcic, mentioned above, are a very clear indication of this sense of identity and of the preparedness of the residents of Upper Saxondale to handle its local affairs responsibly.

Amongst other indications are the Upper Saxondale website (which has been recently refreshed and updated by volunteer residents) and the Upper Saxondale Facebook page (also managed by Upper Saxondale volunteers).

Upper Saxondale is separate and distinct from the neighbouring communities of Radcliffe-on-Trent and Cropwell Butler, both geographically and in other ways.

Firstly, with regard to Radcliffe-on-Trent:

- Upper Saxondale is separated from Radcliffe-on-Trent by the A52 trunk road and by green-belt fields, as shown on map 2 on page 5.
- Upper Saxondale has a very different sense of place to Radcliffe-on-Trent. Upper Saxondale has a rural feel compared to the more urban feel of Radcliffe-on-Trent.
- Radcliffe-on-Trent is a relatively large built-up area, which is increasing in size with additional house-building both in progress and planned.
- Radcliffe-on-Trent's focus is the central area in Radcliffe-on-Trent village, with its shops, eating places, surgery etc, whereas Upper Saxondale is outside and separate from this area.
- Upper Saxondale residents use services in Cropwell Bishop and Bingham as much as those in Radcliffe-on-Trent.
- Upper Saxondale has its own community hall which is the focus for residents' activities.

Secondly, with regard to Cropwell Butler:

- Cropwell Butler parish is centred on Cropwell Butler village. As shown on map 2 on page 5, Upper Saxondale is separated from Cropwell Butler village by the A46 (a major dual carriageway trunk road), and by green belt fields.
- Cropwell Butler is a long-established self-contained village with its own identity.
- Upper Saxondale has no need to make use of the Cropwell Butler village hall.
- Upper Saxondale has little or no affinity with Cropwell Butler, and there is no particular reason for residents of one to visit the other. They each have their own different sense of place and their own community facilities.

In summary, Upper Saxondale has evolved from a hospital with a few ancillary houses to a reasonably sized residential community, built on both sides of the existing parish boundary. The community has matured over the last 20 or so years and has developed its own identity. The next step in this evolution is the creation of the parish of Upper Saxondale.

Budget and services to be provided by Upper Saxondale Parish Council (USPC)

- Upper Saxondale Parish Council (USPC) will manage and maintain the community hall, tennis courts, nature reserve, and orchard. It is anticipated that these assets will be transferred to USPC by USRAcic.
- USPC will organise community activities, as USRAcic currently does.
- USPC will manage and maintain the play park, all dog-mess bins, litter bins and notice boards, and consider aspects of crime prevention.
- It is possible that the parkland may be transferred by DWH to USPC rather than to RBC, under the s106 agreement.
- The budget for USPC will be driven by the cost of its services, however it is anticipated at this stage that the tax rate could be similar to the current Cropwell Butler rate and less than the current Radcliffe-on-Trent rate.
- There will also be no need for an additional USRAcic membership subscription, as it is anticipated that all USRAcic's assets will be transferred to USPC and that USRAcic will be wound up.
- It is anticipated that there will be seven or so Upper Saxondale parish councillors. We expect that some or all current USRAcic directors will stand for election, in order to provide continuity of direction and leadership.

Other benefits of an Upper Saxondale parish

Finally, there are a number of other benefits for residents of the creation of an Upper Saxondale parish. It will provide a voice for Upper Saxondale in wider borough and county discussions. Upper Saxondale will also be consulted on applications for planning permission in the parish.

Most importantly, it will ensure robust governance and a sustainable future for the maintenance of the environment and facilities at Upper Saxondale.

Boundaries of Upper Saxondale parish

Map 1 on page 4 and the text below describe the proposed boundaries of the new parish. The intention is that the whole of Upper Saxondale should be within the parish. The boundaries could of course be drawn somewhat differently and still achieve that aim; for example the eastern boundary could follow the route of the 'new' A46 rather than the old road. The boundaries may also have to align with any changes resulting from the ward boundary review.

The neighbouring parishes will continue to be called Radcliffe-on-Trent and Cropwell Butler.

Extent of proposed Upper Saxondale parish

The blue line on map 1 shows the proposed boundary of Upper Saxondale parish. The orange line shows the present boundary of the Cropwell Butler and Radcliffe-on-Trent parishes, with the broken orange line showing where this boundary runs through Upper Saxondale. The boundary between the Cropwell Butler and Radcliffe-on-Trent parishes is also the ward boundary between the Cropwell and Radcliffe-on-Trent wards, and we are separately proposing that Upper Saxondale should move wholly into the Cropwell ward, with the new ward boundary shown by the purple line on the map.

The western boundary of the proposed new parish will be coincident with the proposed new ward boundary. Starting from the junction of the A52 and Saxondale Drive, the proposed northern and eastern parish boundary will initially follow the present boundary of the Cropwell Butler parish eastwards along the old A52 to the Shell roundabout, then south along the old A46. The boundary will then continue along the old A46 to the junction with Henson Lane, and run north-west along Henson Lane. It will then run south-west along the boundary between the fields on one side and the orchard and nature reserve on the other side, meeting the western boundary at the nature reserve.



Map 1 Showing Current and Proposed Parish Boundaries



Map 2 - Overview of Upper Saxondale and Surrounding Villages (Google Satellite Image)

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Rushcliffe Borough Council Community Governance Review of Upper Saxondale Terms of Reference

Introduction

Rushcliffe Borough Council is carrying out a Community Governance Review in Upper Saxondale in accordance with Part 4, Chapter 3 of the Local Government and Public Involvement in Health Act 2007.

The Council is required to have regard for the Guidance on Community Governance Reviews issued by the Secretary of State for Levelling Up, Housing and Communities.

This guidance has been considered in drawing up these Terms of Reference.

Why are we carrying out a Community Governance Review in Upper Saxondale?

Rushcliffe Borough Council has received a valid petition asking for a parish council to be set up in Upper Saxondale. The petition was signed by 235 people from Upper Saxondale. After checking of the petition, it was established that it contained 233 valid signatures and was presented to Council on 2 December 2021.

The petition was for the proposal to establish a parish council in Upper Saxondale with the wording as set out below:

“This petition recommends the creation of the parish of Upper Saxondale in the borough of Rushcliffe, Nottinghamshire. This will:

- ensure that Upper Saxondale electors are effectively represented at parish level
- ensure that the parish precept is spent for the benefit of the Upper Saxondale community
- ensure a sustainable future for the maintenance and protection of the environment and facilities at Upper Saxondale”.

A map of the area submitted with the petition is shown in Appendix One.

What is a Community Governance Review?

A Community Governance Review is the process used to consider whether a parish council for Upper Saxondale should be created. It will recommend to Council whether to establish such a parish council, and if so, the boundary, name and style, and the electoral arrangements, including how many councillors and the election cycle.

The recommendations made in a Community Governance Review have two main objectives:

- to improve community engagement and better local democracy

- more effective and convenient delivery of local services.

The Review must ensure that community governance within the area under review reflects the identities and interests of the community in that area and is effective and convenient. It must also take into account any existing arrangements such as community or residents associations or neighbourhood councils.

There are two stages to the Review: the first stage will gather opinions on whether a parish council should be established in Upper Saxondale; the second stage will be the Council's recommendations on the way forward which the public will be able to comment on.

Who carries out the Review?

The Borough Council is responsible for conducting the Review. A decision on whether or not to establish a parish council in Upper Saxondale will be taken by Rushcliffe Borough Councillors at Council in September 2022.

A full consultation process will form part of the Review to take full account of the views of local people.

How to submit your views

You can submit your views online at www.rushcliffe.gov.uk/xxxx or by writing to:

Service Manager – Corporate Services
Rushcliffe Borough Council
Rushcliffe Arena
Rugby Road
West Bridgford
Nottingham, NG5 7YG

A timetable for the Review

Publication of these Terms of Reference formally begins the Review, and the Review must be completed within twelve months.

Action Timescale

Action	Timescale
Council agree Terms of Reference	3 March 2022
First meeting of the Task and Finish Group focusing on background information	w/b 7 March 2022
Stage one consultation on the proposal to create a parish council	21 March to 13 May 2022
Second meeting of the Task and Finish Group to consider the outcome of the stage one consultation and develop draft proposals	w/b 6 June 2022
Stage two consultation on the draft proposals of the Task and Finish Group	27 June to 19 August 2022

Third meeting of the Task and Finish Group to consider the outcome of the stage two consultation and draft recommendations	w/b 29 August 2022
Council considers recommendations for final approval	29 September 2022
If required: Organisation of Community Governance Order	30 September 2022
If agreed: Establishment of a new Parish Council for Upper Saxondale	4 May 2023

What area is being reviewed?

The area being reviewed is the area on which the petition was based. This is primarily the Upper Saxondale area of Radcliffe on Trent Parish, however it also takes in part of Cropwell Butler parish as per the map provided as part of the petition submission.

As part of the Review, the Council has to provide the number of electors in the area. If the Council recommends that a parish council should be set up this information will be used to decide on the electoral arrangements, eg how many councillors on a parish council.

The Council has used the Register of Electors of 1 December 2021 in providing the existing electorate figures. These are:

	Current number of electors	Estimated electorate in 2018
Upper Saxondale (RTM3)	512	560
Cropwell Butler (affected area)	127	127

Will there be any additional cost to residents in establishing a parish council in Upper Saxondale?

It is recognised that there are potential additional costs associated with the establishment of a parish council. The level and detail of these costs are something that would be determined by the parish council at the time a decision was made on its establishment. It will be the responsibility of the parish council to determine the nature and level of its ongoing costs which will be linked to its activities and the level of support required to deliver these e.g. associated salaries, premises, and any assets that might be transferred to its possession.

As indicated part of the costs would be dependent on the transfer of any assets or services from the Borough Council to the parish council.

The costs determined by the Parish Council are levied on the residents of that parish by way of a precept. The precept is submitted annually to the Council as the Billing Authority and collected through Council Tax. The following table provides examples of other precepts within the Borough. The charge shown is for the annual charge for

band D Properties. Note that the charge to the resident is calculated using the tax base (per Band D equivalent) and therefore the weekly precept may vary dependent upon the tax base and precept requested for that particular parish.

There are 639 electors in the area defined by the petition as the new Upper Saxondale parish (as at 1 December 2021). This information will be included in the Terms of Reference and the consultation material for the Community Governance Review in order that respondents are able to consider potential comparable costs.

Comparable parish precepts are set out below:

Parish	Parish size (Electorate)	Annual Precept	Weekly Precept
Costock	508	19,000	£1.21
Bunny	533	23,570	£1.54
Newton	604	20,065	£1.15
Whatton-in-the-Vale	729	20,755	£1.05
Langar-cum-Barnstone	764	42,158	£2.24

When will the Review begin?

The Review will begin on 4 March 2022.

Appendix Three

Task and Finish Group Proposed Terms of Reference

Membership

Nine Members cross party: 6 Conservative, 1 Liberal Democrat, 1 Labour, 1 Green.

It is anticipated that the Group will meet three times: March 2022, June 2022, and August 2022.

Terms of Reference

The Task and Finish Group will:

- Consider the views of the Upper Saxondale community as put forward by the lead petitioner from the Upper Saxondale Residents' Association.
- Consider officer advice in drawing up the stage one consultation materials for the Upper Saxondale Community Governance Review consultation.
- Consider the submissions received in response to the stage one consultation for the Review.
- Develop a recommended way forward which will form the basis of the second stage of consultation with the Upper Saxondale community.
- Consider the responses of the second round of consultation for the Community Governance Review of Upper Saxondale.
- Make final recommendations to Council in September 2022.

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Council

Thursday, 3 March 2022

Hickling Parish Neighbourhood Plan

Report of the Director – Development and Economic Growth

Portfolio Holder for Business and Growth, Councillor A Edyvean

1. Purpose of report

It was decided at Cabinet on 11 January 2022, that a referendum for the Hickling Parish Neighbourhood Plan should be held. The referendum will be held on Thursday, 3 March 2022. The decision which has to be made is whether, subject to the result of the referendum in favour of using the Neighbourhood Plan, the Borough Council should 'make' (adopt) the Neighbourhood Plan.

2. Recommendation

It is RECOMMENDED that, subject to a majority vote in the referendum:

- a) the Council 'makes' (adopts) the Hickling Parish Neighbourhood Plan; and
- b) authority be delegated to the Director – Development and Economic Growth to issue a statement setting out this decision as soon as possible following the referendum.

3. Reasons for Recommendation

- 3.1. The Borough Council, as Local Planning Authority, has a statutory duty to assist in the production of Neighbourhood Plans where communities wish to produce them under the Localism Act 2011.
- 3.2 It was decided at Cabinet on 11 January 2022, that, in accordance with relevant regulations, a referendum should be held for the Hickling Parish Neighbourhood Plan. The purpose of the referendum will be to ask voters whether the Neighbourhood Plan should be used to help decide planning applications in Hickling Parish. If there is a majority vote in favour of this proposal then the Borough Council would be required, subject to certain prescribed criteria, to make the Neighbourhood Plan part of the statutory development plan.

4. Supporting Information

- 4.1. The Hickling Parish Neighbourhood Plan has been produced by Hickling Parish Council, in conjunction with the local community. It was submitted to the

Borough Council on 11 February 2021 and contains a number of policies which would form part of the statutory development plan and be applied by the Borough Council in determining planning applications. The Borough Council is required by the Localism Act to assess whether the Plan and its policies meet certain criteria (the 'Basic Conditions' and other legal requirements).

- 4.2. In order to assist in this process, the Borough Council was required to invite representations on the Plan and appoint an independent Examiner to review whether the Plan meets the Basic Conditions and other legal requirements. The submitted Plan was publicised and representations were invited from the public and other stakeholders, with the period for representations closing on 3 May 2021. The Plan has been assessed by an independent Examiner and his report was published on 10 July 2021. It was his conclusion that, subject to a number of recommended modifications, the Plan should proceed to referendum. The Examiner's report is available as a background document.
- 4.3. The Cabinet, in October 2021, considered each of the recommended modifications and decided to accept them all with the exception of modification 09, which relates to Policy H11 (The Wharf), and modification 10, which would be a consequential amendment to Policy 10 (Housing Provision). It was considered that these two modifications are unnecessary to meet the Basic Conditions and would make both policies less clear than the versions included within the submission draft of the Plan. It was decided that all other recommended modifications meet the Basic Conditions and other regulatory requirements.
- 4.4. In accordance with relevant statutory requirements, the Borough Council was required to consult on the proposed decision not to accept two of the recommended modifications. The consultation was undertaken over a six-week period ending on 9 December 2021, and no issues were raised to alter the Borough Council's position that the Examiner's recommended modifications 09 and 10 are unnecessary to meet the Basic Conditions and would make the policies less clear.
- 4.5. It was subsequently agreed by Cabinet on 11 January 2022, that the Plan was in a position to proceed to referendum in order to determine whether residents of Hickling Parish support the Plan and it should become part of the statutory development plan. The Plan, incorporating those modifications recommended by the Examiner, which have been accepted by the Council, and a revised decision statement, which was published by the Borough Council following Cabinet's decision for a referendum to take place, are both available as background documents.
- 4.6. The referendum will be held on Thursday, 3 March 2022. It will follow a similar format to an election. All electors registered to vote and eligible to vote in local government elections within the neighbourhood area (the Parish of Hickling) would be given the opportunity to vote in the referendum. In accordance with regulatory requirements, the ballot paper would have the following question: 'Do you want Rushcliffe Borough Council to use the Neighbourhood Plan for

Hickling to help it decide planning applications in the neighbourhood area?' Voters will be given the opportunity to vote 'yes' or 'no'.

- 4.7. If more than 50% of those voting in the referendum vote 'yes', then the Borough Council is required to 'make' (adopt) the Neighbourhood Plan part of the development plan for Rushcliffe. If the result of the referendum is 'no', then nothing further happens. The Parish Council would then have to decide what it wishes to do.
- 4.8. If the Neighbourhood Plan is made part of the development plan, then planning applications within the parish would have to be determined in accordance with both the Rushcliffe Local Plan and the Hickling Parish Neighbourhood Plan unless material considerations indicate otherwise.

5. Alternative options considered and reasons for rejection

It is a legal requirement under section 61E(4)(b) of the Town and Country Planning Act 1990 (as amended) that if more than half of those voting in the referendum vote in favour of the Neighbourhood Plan then the Borough Council must make it part of the statutory development plan for Rushcliffe. To not follow these legislative requirements could lead the Borough Council open to legal challenge.

6. Risks and Uncertainties

- 6.1. To not follow the legislation and regulations correctly could leave the Borough Council open to legal challenge. The circumstances whereby a legal challenge, through a claim for judicial review, can be raised are set out in the Town and Country Planning Act 1990, section 61N.
- 6.2. There is a risk of legal challenge to the Council's decision, and this would be at a cost not budgeted for.

7. Implications

7.1. Financial Implications

The decision taken by Cabinet for a referendum to be held means that £20,000 can be claimed from the Department for Levelling Up, Housing and Communities. This financial support ensures that local planning authorities receive sufficient funding to enable them to meet their legislative duties in respect of neighbourhood planning. These duties include provision of advice and assistance, holding the examination and making arrangements for the referendum. Costs incurred to date on examiner fees (approximately £4,000) will be covered by the £20,000 payment as will the costs associated with the referendum.

7.2. Legal Implications

The Neighbourhood Plan, as proposed to be amended, is considered to meet the Basic Conditions which are set out in Schedule 4B of the Town and Country Planning Act 1990 (as amended). This is the view taken by the Examiner, as set out in his report. It is also considered that the Neighbourhood Plan meets all the relevant legal and procedural requirements. To not comply with the legislation and regulations correctly would expose the Borough Council to legal challenge. The circumstances whereby a legal challenge, through a claim for judicial review, can be raised are set out in the Town and Country Planning Act 1990, section 61N.

7.3. Equalities Implications

There are considered to be no particular equality implications that need addressing from matters arising from this report.

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 Neighbourhood Plan's vision seeks to sustain Hickling's rural character and improve the quality of the environment for residents and ensures new development respects the heritage of the village.
Efficient Services	The Neighbourhood Plan seeks to retain local services and facilities and protect valued community assets.
Sustainable Growth	The Neighbourhood Plan seeks to ensure housing development reflects local needs and acknowledges the village as a working community with farming roots, with a strong focus on good design of new development.
The Environment	The Neighbourhood Plan's environmental objective supports and protects green and open spaces in Hickling, preserving wildlife and enhancing biodiversity and safeguarding the character and beauty of the countryside.

9. Recommendation

It is RECOMMENDED that, subject to a majority vote in the referendum:

- a) the Council 'makes' (adopts) the Hickling Parish Neighbourhood Plan; and
- b) authority be delegated to the Director – Development and Economic Growth to issue a statement setting out this decision as soon as possible following the referendum.

For more information contact:	Richard Mapletoft Planning Policy Manager Tel: 0115 9148457 rmapletoft@rushcliffe.gov.uk
Background papers available for Inspection:	<p>Electronic copies of the documents relating to the draft Hickling Parish Neighbourhood Plan and its examination can be found at: https://www.rushcliffe.gov.uk/planningpolicy/neighbourhoodplanning/#d.en.44486</p> <p>Examiner’s Report on Hickling Parish Neighbourhood Plan: https://www.rushcliffe.gov.uk/media/1rushcliffe/media/documents/pdf/planningandbuilding/neighbourhoodplans/hickling/Hickling%20NP%20examiner's%20final%20report%20jul%2021.pdf</p> <p>Hickling Parish Neighbourhood Plan Revised Decision Statement, 11 January 2022 https://www.rushcliffe.gov.uk/media/1rushcliffe/media/documents/pdf/planningandbuilding/neighbourhoodplans/hickling/Revised%20Decision%20Statement%2011%20Jan%202022.pdf</p> <p>Hickling Parish Neighbourhood Plan Referendum Draft 2022-2038, January 2022: https://www.rushcliffe.gov.uk/media/1rushcliffe/media/documents/pdf/planningandbuilding/neighbourhoodplans/hickling/Hickling%20Neighbourhood%20Plan%20-%20Referendum%20Plan%20draft.pdf</p>
List of appendices:	None.

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