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Our reference:
Your reference:
Date: Monday, 3 February 2020



**Rushcliffe Community
Contact Centre**

Rectory Road
West Bridgford
Nottingham
NG2 6BU

To all Members of the Cabinet

Dear Councillor

A Meeting of the Cabinet will be held on Tuesday, 11 February 2020 at 7.00 pm in the Council Chamber Area B, Rushcliffe Arena, Rugby Road, West Bridgford to consider the following items of business.

Yours sincerely

A handwritten signature in black ink, appearing to read 'S Sull'.

Sanjit Sull
Monitoring Officer

AGENDA

1. Apologies for Absence
2. Declarations of Interest
3. Minutes of the Meeting held on 14 January 2020 (Pages 1 - 6)
4. Opposition Group Leaders' Questions

To answer questions submitted by Opposition Group Leaders on items on the agenda.

5. Citizens' Questions

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

6. Budget and Financial Strategy 2020/21 (Pages 7 - 130)

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

7. East Midlands Development Corporation (Pages 131 - 142)

The report of the Chief Executive is attached.

In person
Monday to Friday
8.30am - 5pm
First Saturday of
each month
9am - 1pm

By telephone
Monday to Friday
8.30am - 5pm

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8. Colston Bassett Neighbourhood Plan (Pages 143 - 262)

The report of the Executive Manager – Communities is attached

Membership

Chairman: Councillor S J Robinson

Vice-Chairman: Councillor D Mason

Councillors: A Edyvean, R Inglis, G Moore and R Upton

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.

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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 CABINET

TUESDAY, 14 JANUARY 2020

Held at 7.00 pm in the Council Chamber Area B, Rushcliffe Arena, Rugby Road,
West Bridgford

PRESENT:

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

ALSO IN ATTENDANCE:

Councillors Brennan, Gray, Jones, R Mallender and Thomas

OFFICERS IN ATTENDANCE:

K Marriott	Chief Executive
P Linfield	Executive Manager - Finance and Corporate Services
D Mitchell	Executive Manager - Communities
S Sull	Monitoring Officer
H Tambini	Democratic Services Manager

APOLOGIES:

There were no apologies

36 Declarations of Interest

There were no declarations of interest.

37 Minutes of the Meeting held on 9 December 2019

The minutes of the meeting held on Monday, 9 December 2019 were declared
a true record and signed by the Chairman.

38 Opposition Group Leaders' Questions

There were no questions.

39 Citizens' Questions

The following question was submitted by Mr Paul Wilson on behalf of the
Friends of Lutterell Hall.

“At the initial meeting between Rushcliffe Borough Council and Friends of
Lutterell Hall, it was clearly stated that Rushcliffe Borough Council was in an
excellent financial position and that there was no financial requirement to sell
the hall.

The recent survey by Rushcliffe Borough Council stated that to keep the hall
there was a requirement to “Make an increase on council tax to renovate the

hall.

What therefore, would be the increase, if any, in council tax for each property in West Bridgford year on year?"

Councillor Moore provided the following response.

"This Council has a relatively sound financial position currently but going forward faces many challenges to ensure it maintains a balanced budget. To have a stable financial position in a difficult financial environment means this Council has taken, and will continue to take, tough decisions, through mechanisms such as the Transformation Programme and how we best use our Council assets. Clearly Lutterell Hall is one such asset and as with any responsible organisation this Council will continue to look at the viability of all of its assets in the interests of all taxpayers.

Currently Lutterell Hall costs the local taxpayer around £51,000 a year and with estimated capital costs of £275,000 to bring it up to standard, that is the equivalent of £27,500 per annum for the next 10 years. Thus a cost of £78,500 per annum to the local tax payer. This is the equivalent of £5.56 for a Band D property and will account for 11.46% of the Special Expense for West Bridgford (which in total is currently £48.51).

To reiterate the cost to the West Bridgford Tax Payer as things stand will be £5.56 of their Band D Council Tax assuming Lutterell Hall operates as it currently is and with the aforementioned projected levels of capital expenditure."

40 **Chapel Lane Development**

The Portfolio Holder for Business and Transformation presented the report of the Executive Manager – Communities providing an update on the designs and cost plan for the new leisure centre at Chapel Lane, Bingham.

The Portfolio Holder for Business and Transformation advised that the report affirmed the progress already made, particularly by the Cabinet-led Member Group overseeing the stages of development for the new leisure centre, community hall and commercial office building at Chapel Lane, Bingham. The Member Group had met four times, reviewing the commissioning process at each stage to ensure that all local stakeholders had been consulted. At the last meeting, the additional cost of £370,000 was discussed, to ensure compliance with the Council's Carbon Reduction goals, together with the possible inclusion of a moveable floor for the swimming pool. However, it was considered that the additional cost for a moveable floor compared to the apparent demand from user groups would not justify that additional cost. It was confirmed that a fully equipped kitchen was included in the plan and budget for the community hall. The project was on budget with the current forecast standing at £18.8m, along with £250,000 earmarked for remedial work at Toothill School to facilitate the partial withdrawal from existing facilities at the school.

In seconding the recommendation, Councillor Moore stated that the new leisure centre would be a superb addition to the Borough's other leisure facilities and an excellent replacement for the current leisure centre. Although

the extra cost for additional energy efficiency measures was substantial, it was justified to support the Council's commitment to reducing carbon emissions. The contribution from the Bingham community chest would be used towards the provision of the community hall and the new kitchen would be welcomed by the local community.

Councillor Upton welcomed and endorsed the carbon reduction measures and advised that the additional costs were reasonable in the context of the overall budget.

Councillor Robinson stated that this new development reflected the growth in Bingham and surrounding areas and the importance of having facilities to meet those needs. The facilities available at the Arena highlighted the efficiency of the Council in delivering projects on time and within budget, whilst meeting the requirements of local residents. The report highlighted the excellent progress already made and the positive feedback from residents was very encouraging. The fully equipped kitchen would be a welcome addition to the community hall and help to ensure the sustainability of the facility.

It was RESOLVED that

- a) the RIBA stage 3 design and cost plan recommended by the Member Group as detailed in Appendix 1 and 2 of the report, in line with the approved budget, be approved; and
- b) the additional costs associated with the inclusion of carbon reduction measures in line with the Council's commitment to carbon management be approved.

41 Establishment of Special Expenses and Community Infrastructure Levy Advisory Group

Councillor Robinson advised that before the report was presented, two amendments were proposed.

- 1. Currently the report referred to the establishment of the Special Expenses and Community Infrastructure Levy Advisory Group and it was proposed that the report should be amended to refer to the West Bridgford Special Expenses and Community Infrastructure Levy Advisory Group.
- 2. The report outlined that ideally the Group should consist of ward members for West Bridgford. Based on the current rules of proportionality, the Green Party would not be allocated a seat. The Conservative Group considered that it was important that the Lady Bay ward was represented on the Group and had agreed that it would be appropriate to allocate one of its seats to the Green Group.

The Portfolio Holder for Finance and Contracts presented the report of the Executive Manager – Finance and Corporate Services outlining the creation of the West Bridgford Special Expenses and Community Infrastructure Levy Advisory Group.

The Portfolio Holder for Finance and Contracts reiterated the importance of the comments made by Councillor Robinson that the name of the Group should be amended to refer to West Bridgford as the matter solely related to West Bridgford. Currently there was no forum in place to consider potential allocation of Community Infrastructure Levy (CIL) in West Bridgford. The establishment of the Group also provided an opportunity for greater transparency to the current Special Expense for West Bridgford. The Group would look at the current approach to Special Expenses and would be required to assist in recommending the budget annually and review its progress every six months. It would also be responsible for recommending the strategy for the allocation of the CIL, which would be subject to public consultation. It was the intention that the Group would initially meet informally to agree its Terms of Reference, until it was formally ratified by Council and the Constitution was amended. The Group would be Chaired by the independent Cabinet Portfolio Holder for Finance and the group should ideally consist of Councillors from West Bridgford and be based on current proportionality. However, as referred to above, an amendment has been proposed to allow a change to the allocation on the Group. There were several legal obligations regarding the CIL as it was a discretionary charge. All authorities adopting the CIL regime were required to set up a Charging Schedule setting out the rates applicable to the area. It must also take account of matters including the total cost of the infrastructure requiring funding, other sources of funding available and the potential effect of CIL on the viability of development in the area.

In seconding the recommendation, Councillor Mason referred to the importance of transparency and accountability in ensuring that local residents were aware of where and how decisions were being made and how funding was being allocated. The importance of ensuring the correct membership of the Group was reiterated, as it was important that ward members for West Bridgford were involved and had an input, and it was pleasing to note that Lady Bay would be represented on the Group.

Councillor Robinson confirmed that the Group would be an advisory group and would report its findings to the Cabinet for decision making. The CIL was a new Government initiative and would potentially generate substantial sums of money from local developments and it was vital that the Council had a procedure in place to manage that and the new Group would play an important role in making recommendations to the Cabinet. The importance of the new Group working closely with all local groups in the area to receive their input was reiterated. That would allow the Group to agree a list of priorities to submit to the Cabinet. It was confirmed that the Group would be ongoing for as long as the CIL requirements were in place.

It was RESOLVED that

- a) the creation of the West Bridgford Special Expenses and Community Infrastructure Levy Advisory Group (in the meantime the Group operates informally and develops a draft Terms of Reference), be endorsed and recommended to Full Council; and
- b) the allocation of Members for the West Bridgford Special Expenses and Community Infrastructure Levy Advisory Group be endorsed and recommended to Full Council, subject to the following amendment that

one position on the Group be allocated to the Green Party, in lieu of one seat being allocated to the Conservative Group.

Exclusion of Public

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

42 Edwalton Golf Course

The Portfolio Holder for Business and Transformation presented the report of the Executive Manager – Finance and Corporate Services providing information on Edwalton Golf Course.


It was RESOLVED that

- a) a report be commissioned to consider whether there is a golfing need for Edwalton Golf Course and an alternatives options appraisal if a need is not established and that report be submitted for consideration to the Communities Scrutiny Group; and
- b) the current £22,000 payment received from Lex Leisure be deferred until further notice; and at least until the outcome on the use of the site is determined. This will be included in the Council's Medium Term Financial Strategy as a growth pressure (which is reported to Full Council).

The meeting closed at 7.29 pm.

CHAIRMAN

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 <p>Rushcliffe Borough Council</p>	<p>Cabinet</p> <p>Tuesday, 11 February 2020</p> <p>2020/21 Budget and Financial Strategy</p>
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Report of the Executive Manager - Finance and Corporate Services

Cabinet Portfolio Holder for Finance Councillor Gordon Moore

1. Purpose of report

- 1.1 This report presents the detail of the 2020/21 budget, the 5 year Medium Term Financial Strategy (MTFS) from 2020/21 to 2024/25, which includes the revenue budget, the proposed capital programme, the Transformation Strategy and the Capital and Investment Strategy (with associated prudential indicators).
- 1.2 It should be noted that this report, is based upon the provisional Local Government Finance Settlement (the final settlement is due later in February 2020). Whilst no significant changes are expected in the final settlement, if anything is deemed significant it will be covered in the final report to Full Council.

2. Recommendation

Cabinet RECOMMENDS to Council that it:

- a) adopts the budget setting report and associated financial strategies 2020/21 to 2024/25 (attached **Annex**) including the Transformation Strategy and Efficiency Plan (**Appendix 3**) to deliver efficiencies over the five-year period.
- b) adopts the Capital Programme as set out in **Appendix 4**.
- c) adopts the Capital and Investment Strategy at **Appendix 5**.
- d) sets Rushcliffe's 2020/21 Council Tax for a Band D property at £142.74 (increase from 2019/20 of £4.95 or 3.59%).
- e) sets the Special Expenses for West Bridgford, Ruddington and Keyworth, **Appendix 1**, resulting in the following Band D Council tax levels for the Special Expense Areas:
 - i) West Bridgford £48.51 (£48.51 in 2019/20)
 - ii) Keyworth £3.76 (£1.60 in 2019/20)
 - iii) Ruddington £4.12 (£3.37 in 2019/20)

3. Reasons for Recommendation

- 3.1. 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.

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 2020/21 and the significant budget pressures the Council must address over the Medium Term;
 - c. The budget assumptions that have been used in developing the 2020/21 budget and MTFS;
 - d. The detailed budget proposals for 2020/21 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
- 4.2 The salient points within the MTFS are as follows (MTFS report (**Annex**) references in parenthesis):
- a. It is proposed that Council Tax for 2020/21 will increase by £4.95 to £142.74 (3.59%). 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 slightly £712k (£696k 2019/20) although taking into effect tax base changes, this results in Band D charges for West Bridgford staying the same as 2019/20 (£48.51), Keyworth increasing from £1.60 to £3.76 and Ruddington increasing from £3.37 to £4.12 (Section 3.5);
 - c. Business Rates (Section 3.3) are still subject to significant uncertainty given the Government's proposals for a review of the Business Rates system in 2021/22 (delayed from 2020/21) and risk surrounding the de-commissioning of

Ratcliffe-on-Soar power station in 2025 both making forecasting the likely levels of business rates difficult. The Council is anticipating £3.927m in retained business rates in 2020/21 and a reduction thereafter to reflect the anticipated changes to the Business Rates system in 2021/22;

- 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 and is on track for self-sufficiency;
- e. The budget includes various growth pressures (Section 4.2) including replacement refuse bins (£0.16m) now funded from revenue rather than capital, continuing the successful Positive Futures programme (£0.110m) sustainably funding this from the revenue budget rather than reserves and ensuring a contact centre remains for our most vulnerable customers in West Bridgford (£0.05m);
- f. 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);
- g. Green waste charges are proposed to increase by £5 for both first and subsequent bins rising to £40 and £35 respectively (Section 3.8). This is less than £1 per week for what is considered an excellent service for Rushcliffe residents. Charges have not increased for 3 years and will not increase for another 3 years and take into future inflationary pressures and the need to replace vehicles that are lower in carbon emissions;
- h. In support of the Council's Empty Homes Strategy and to further tackle the issue of empty homes in the Borough, it is proposed to remove the allowances for uninhabitable properties and reduce the allowance given to unfurnished properties to 28 days. This is consistent with the decision taken last year to amend the premiums on long-term empty homes (Section 3.4);
- i. Taking into account resource predictions, spending plans and savings already identified there is a Transformation Programme requirement of around £0.192m in 2020/21 rising to £1.151m by 2024/25. (Section 7);
- j. The Transformation Strategy continues to roll forward with an updated programme to ensure the savings required can be achieved (Appendix 3).
- k. A crucial component in having a balanced budget and ensuring services are delivered is the Council's commitment to commercial investments and the derived income. Such income is expected to rise to £2.13m over the period of the MTFs accounting for 24.7% of fees and charges income. This is continually managed and proportionate given the risks and opportunities associated with such investments (Appendix 5, Table 13).
- l. The Council has a number of earmarked reserves (excluding NHB reserve), their balance rising over 5 years from £5.5m to £5.9m (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.

- m. Two new reserves are proposed (i) Development Corporation Reserve £0.1m (to be funded from 2019/20 in-year budget efficiencies); and (ii) Climate Change Action Reserve £1m to be transferred from the Organisational Stabilisation Reserve. Any in-year surpluses the Council may generate (as expected in 2019/20) are essential to replenish reserves given the significant opportunities and risks the Council faces and to smooth the impact of future year deficits (which are estimated to amount to £0.657m) over the next 5 years (Section 5).
 - n. Key risks to the MTFs are highlighted, including the potential impact of the Fair Funding Review, New Homes Bonus, the volatility caused by the aforementioned various business rates issues and the impact of climate change on revenue and capital costs (Section 8);
 - o. 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 5 years is estimated at £34.347m (this could potentially be as high as £50m with slippage from the 2019/20 Capital Programme and all schemes subsequently delivered). It is planned to use all available Capital Receipts in the short term to fund the programme and mitigate the need to externally borrow. Capital resources are then projected to increase over the 5-year period as a result of the expected capital receipts in relation to the overage agreement in place for development at Sharphill. By 2024/25, such resources are estimated to be at £5.1m (Section 9). Accurate profiling of the Sharphill receipts is difficult and the timing of them will inform any borrowing requirements.
- 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

- 5.1 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 £4.95 increase in council tax, in 2024/25 the council tax income foregone is £1.474m and over the 5 year period amounts to £3.444m.

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 and reform of the Business Rates system in addition to a consultation on the future of NHB; all of which will have a direct impact on the income streams for the Council (the impact of which will not be known until late into 2020). Expenditure pressures include the impact climate change and carbon reduction measures. The creation of the Climate Change Action Fund

should help address some of the resulting financial pressures. All of these factors make longer term forecasting subject to even more uncertainty.

7 Implications

7.1 Finance Implications

These are detailed in the attached budget report (Annex). The Council is required to set a balanced budget for the 2020/21 financial year and the proposals present a balanced budget.

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

7.2 Legal Implications

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

7.3 Equalities Implications

None.

7.4 Section 17 of the Crime and Disorder Act 1998 Implications

None.

8 Link to Corporate Priorities

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

9. Recommendations

Cabinet RECOMMENDS to Council that it:

- a) adopts the budget setting report and associated financial strategies 2020/21 to 2024/25 (attached **Annex**) including the Transformation Strategy and Efficiency Statement (**Appendix 3**) to deliver efficiencies over the five year period.
- b) adopts the Capital Programme as set out in **Appendix 4**.
- c) adopts the Capital and Investment Strategy at **Appendix 5**.
- d) sets Rushcliffe's 2020/21 Council Tax for a Band D property at £142.74 (increase from 2019/20 of £4.95 or 3.59%).

- e) sets the Special Expenses for West Bridgford, Ruddington and Keyworth, **Appendix 1**, resulting in the following Band D Council tax levels for the Special Expense Areas:
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 - ii) Keyworth £3.76 (£1.60 in 2019/20)
 - iii) Ruddington £4.12 (£3.37 in 2019/20)

For more information contact:	Name; Peter Linfield Executive Manager - Finance and Corporate Services 0115 914 8439 plinfield@rushcliffe.gov.uk
Background papers Available for Inspection:	Department for Communities and Local Government (DCLG) website, 2020/21 Financial settlement papers
List of Annexes and Appendices (if any):	Annex to the Budget Report Appendix 1 Special Expenses Appendix 2 Revenue Budget Service Summary Appendix 3 Transformation Strategy and Efficiency Plan 2020/21 – 2024/25 Appendix 4 Capital Programme 2020/21 – 2024/25 (including appraisals) Appendix 5 Capital and Investment Strategy 2020/21 to 2024/25 Appendix 6 Use of Earmarked Reserves 2020/21 Appendix 7 Pay Policy Statement 2020/21

ANNEX

RUSHCLIFFE BOROUGH COUNCIL

**BUDGET SETTING REPORT
AND ASSOCIATED FINANCIAL STRATEGIES
2020/21-2024/25**

Contents

1. INTRODUCTION AND EXECUTIVE SUMMARY
2. BUDGET ASSUMPTIONS
3. FINANCIAL RESOURCES
4. 2020/21 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

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APPENDICES:

1. SPECIAL EXPENSES
2. REVENUE BUDGET SERVICE SUMMARY
3. TRANSFORMATION STRATEGY AND EFFICIENCY PLAN 2020/21 – 2024/25
4. CAPITAL PROGRAMME 2020/21 (INCLUDING APPRAISALS)
5. CAPITAL AND INVESTMENT STRATEGY 2020/21 – 2024/25
6. USE OF EARMARKED RESERVES 2020/21
7. PAY POLICY STATEMENT 2020/21

1. INTRODUCTION AND EXECUTIVE SUMMARY

1.1 Introduction

This time last year we reported on the significant uncertainty with regards to the Council's funding streams linked to both Business Rates Retention and the Fairer Funding reviews which we anticipated being resolved for this budget. The advent of the late General Election has meant that these reviews have been delayed, in essence the Council is in the same position as it was last year. Significant uncertainty prevails and we only have a one year financial settlement moving away from the previous four year settlement. Nonetheless this budget strategy does meet both national and local challenges head-on with key issues detailed below.

The Council in the last 12 months has a new Corporate Strategy and this budget over the next five years resources the Strategy to ensure it meets its corporate objectives. The budget strategy over the next five years remains committed to delivering growth and prosperity, continuing to support the most vulnerable within the Borough, promoting health and wellbeing within the community and protecting the environment.

The impact of the punitive reductions in Revenue Support Grant of around £3.25m (from 2013/14 to 2019/20) has meant the Council has had to find significant efficiencies, maximise its income streams and be increasingly innovative and commercial. The Transformation Programme over the period of this Medium Term Financial Strategy (MTFS) should deliver approximately £4.8m in efficiencies and the Council remains committed to continuing its strong track record of maximising its income and being efficient. The future challenge for the Council is ensuring it has sufficient resources to deliver its housing, economic development and environmental priorities in a volatile climate. A combination of prudent investment and financial management means the Council has a balanced budget for 2020/21 from what was a projected £0.56m deficit last year. **The Council is self-sufficient** and not reliant upon Revenue Support Grant. The Council in the medium term still has to deliver its Transformation Programme subject to managing the risks associated with significant projects in the programme.

As part of the Local Government Finance Settlement in 2018/19 the Government announced that Business Rates retention will move from 50% to 75% in 2020/21 along with the completion of the Fairer Funding review. As already mentioned this has now been deferred. There is therefore significant uncertainty for the Council's budget from 2020/21 onwards. Such uncertainty is exacerbated by Business Rates appeals risks, the major one being the Ratcliffe-on-Soar Power Station given its likely de-commissioning by 2025. The Council is working with both public and private sector partners with regards to the viability of the Development Corporation which provides great opportunity for Economic Development in the Borough. With this in mind it is proposed a £0.1m Development Corporation Reserve is created (funded from anticipated 2019/20 budget efficiencies) that is available to support this project. The Council will continue to campaign to ensure that Rushcliffe does benefit from the proposed further repatriation of Business Rates

from central to local government, to minimise the impact of the anticipated power station closure and as the Development Corporation comes to fruition that 'no detriment' applies with regards to business rates generation at the Ratcliffe-on-Soar power station site in the future.

The future of New Homes Bonus (NHB) still remains in doubt with government consultation on its future expected in 2020. We will continue to press our case with the government that NHB if it either remains or if it is replaced delivers the required funding for Rushcliffe. This funding stream not only rewards the Borough for acting as a catalyst for growth but also enables the Borough to help meet the impact of growth (for example more refuse collection rounds). Despite the negative changes to the formula for NHB allocation the Council's success in delivering housing growth in the Borough means in the short term the bonus has increased from £1.6m (2019/20) to £2.3m (2020/21). In the medium term we anticipate NHB to reduce and by 2023/24 there will be no NHB. It remains to be seen if there will be a replacement scheme and the level of benefit that Rushcliffe may realise. This does create a risk in the future for the Council beyond the life of this strategy given it helps fund the cost of capital (asset acquisition or replacement). The Strategy in the future will focus on creating sufficient budget head room to meet such liabilities.

Positively, the Council in 2020/21 is forecasting an increase in Business Rates to £3.99m but thereafter anticipating the funding to be reduced, as the Business Rates system changes, which does create a budget pressure from 2021/22. Business Rates growth is reflective of the Council's commitment to enable and encourage growth.

The Council recognises pressures on the retail sector and has not increased car parking charges for 3 years. Whilst it was originally planned to increase charges in 2020/21 this will not help the retail sector at a difficult time, and therefore no increase is proposed in 2020/21.

The Council has also not increased garden waste collection charges for 3 years. Given inflationary increases over this period and anticipated budget pressures going forward, for example with the potential for lower carbon emission vehicle acquisition and rising fuel costs; it is proposed to increase both the charges of both first and subsequent bins by £5 each (ie with a respective charge of £40 and £35). This means the cost is less than £0.80 per week for one bin, and we believe this remains an excellent service for Rushcliffe residents. The charge will not be increased for a further 3 years and 'future proofs' service delivery.

In developing the Council's budget proposals for 2020/21, it continues to manage inflationary pressures on its operational costs (including pay, contractual and utilities inflation) and pressures on some areas of income collection. The Council is committed to supporting the younger generation and has therefore included in the budget is growth of £0.16m for Positive Futures rather than using reserves to support this programme. Reserves are not a sustainable means of funding. Our commitment to our most

vulnerable customers are reflected in the desire to maintain a customer contact centre in West Bridgford and there are additional costs associated with this (£0.05m).

The Council continues to invest significant capital within the Borough particularly with regards to the Bingham Leisure Hub and a crematorium. Whilst the capital programme will be substantial over the next five years (£34.3m) it demonstrates the Borough's commitment in particular to economic growth, meeting challenging housing targets and improving both leisure facilities and the environment. These two projects are the main components of the Council's Transformation Programme going forward. Importantly resources have to be sufficient to deliver core services, there is therefore capital required to ensure our property portfolio is properly maintained, we invest in both IT and vehicles to continue to modernise services. There are various economic regeneration capital projects in and around the Borough covering for example Bingham and Cotgrave resulting in a balanced budget, and also an inclusive budget.

You will be aware over the last 2 years we have increased Council Tax for long term empty properties. The aim is to support the Council's Empty Homes Strategy with the objective of ensuring housing properties are brought into use as quickly as possible. This year our focus is on properties empty for less than 12 months. Uninhabitable properties currently receive 50% council tax discount for one year and unfurnished properties receive 50% discount for 6 months. In order to focus on getting properties into use, the Council proposes to totally remove the allowance for uninhabitable properties and reduce the discounts given to unfurnished properties to 28 days with a full council tax exemption.

The level of Council reserves are crucial to manage risk (both downside as well as opportunities arising) and ensure the council remains resilient against a backdrop of significant financial uncertainty. The most sensible and prudent financial strategy for the Council is to at least maintain its level of reserves, therefore insulating the Council against downside risks (particularly the vagaries of Business Rates). Over the period of the MTF5 reserves (excluding NHB, given its future uncertainty) are projected to be around £5.9m by 2024/25 slightly higher than the anticipated position for 2019/20 (£5.47m). Over the life of the Strategy there is a net deficit position of £0.657m which will be balanced by a combination of identified in-year budget efficiencies (over the life of the strategy) or transfers from the Organisation Stabilisation Reserve (this is part of the purpose for this reserve, to 'smooth' budget fluctuation and resulting deficits).

One significant challenge remains improving the environment and reducing carbon emissions. This is likely to require both revenue and capital commitment. It is proposed that £1m is transferred from the Organisation Stabilisation Reserve to a new Climate Change Action Reserve. The use of this reserve will be reported through normal financial and reporting processes including Cabinet, the Corporate Overview Group and actions arising from the Climate Change scrutiny review (Communities Scrutiny Group).

In line with the Government's referendum principles, the budget for 2021/22 proposes an increase in Council Tax of 3.73% to £142.74 (the Council has the option of increasing Council Tax by up to £5, or 2%, whichever is the higher, with the recommended increase being £4.95). This will give an average band D Council Tax increase of less than 10p per week, ensuring Rushcliffe's Council Tax remains amongst the lowest in the country (and the lowest in Nottinghamshire). 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, particularly with regards to Business Rates and New Homes Bonus and the other financial pressures stated above.

This budget and the associated financial strategies continue the progress made in recent years to ensure that the Council's financial plans are robust, affordable and deliverable. This budget is designed to ensure we maintain high quality services for all generations and particularly protect 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 2024/25 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:

	2019/20	2020/21
RBC Precept	£5,950k	£6,279k
Council Tax Band D	£137.79	£142.74
Council Tax Increase	3.73%	3.59%
Retained Business Rates	£3,767k	£3,984k
New Homes Bonus	£1,621k	£2,311k
Reserves (at 31 March)	£12,682k	£14,510k
Capital Programme	£16,506k	£18,936k

Special Expenses	2019/20	2020/21
Total Special Expense Precept	£696k	£712k
West Bridgford	£48.51	£48.51
Keyworth	£1.60	£3.76
Ruddington	£3.37	£4.12

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	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Budgeted inflation	a	0%	0%	0%	0%	0%	0
Pay costs increase		2%	2%	2%	2%	2%	2%
Employer's pension contribution rate	b	14.6%	17.6%	17.6%	17.6%	17.6%	17.6%
Return on cash investments	c	1.87%	1.87%	1.87%	1.87%	1.87%	1.87%
Tax base increase	d	1.33%	1.87%	2.0%	2.0%	2.0%	2.0%

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 £270k saving in the 2020/21 budget. Adjustments are made for contract inflation and areas of higher risk such as utilities.
- b) The Council has received the 2019 triennial valuation of the pension fund which has identified that whilst the employers contribution has risen from 14.6% to 17.6%, the deficit for the period 2020/21 to 2022/23 has reduced. The Council will pre-pay the deficit (£2.819m) as it did in 2017/18 achieving a further saving of £137k equivalent to 4.63%. The overall impact of the triennial valuation and the prepayment is a net saving of £73k (1.15%) against the original budget.
- c) Cash investment returns are based on projections consistent with the Council's Capital and Investment Strategy.
- d) Tax base increases reflect the anticipated growth in housing within the Borough in future years and are prudent given the difficulties in achieving housing development.

3. FINANCIAL RESOURCES

- 3.1 The proposals for Local Government funding have now been delayed by a further year to 2021/22 providing the Council with certainty over funding for one year only. The Government has restated its commitment to a review of the business rates system beginning in 2021. Beyond 2020/21 there is uncertainty pending the outcome of this review in addition to the Spending Review 2020, the Fair Funding Review and any reform of the New Homes Bonus scheme.
- 3.2 This section of the report outlines the resources available to the Council under six headings: Business Rates, Council Tax (RBC and Special Expenses), Revenue Support Grant, New Homes Bonus, Fees, Charges and Rents, and Other Income.

3.3 Business Rates

Business Rate assumptions reflect experience to date with regard to the award of additional reliefs, successful ratings appeals and government policy changes. The Government's proposals for 75% retention by 2020 and a new funding system by 2020/21 have now been postponed due to delays in exiting the European Union and the General Election in December 2019. The Council has taken a prudent approach assuming no change to the current system in 2020/21 and allowing for changes to the Business Rates system from 2021/22 with a 2% increase per annum thereafter.

In addition to the proposed changes to the Business Rates system the Council is also at risk from the closure of Ratcliffe-on-Soar power station which is expected to cease production in 2025. The power station makes up a significant proportion of the tax base at 22% (£6.5m) with the Council's exposure at £1.3m. The power station closure is anticipated from 2025/26 and the impact of this will be modelled when there is greater certainty over the business rates system, likely to be next year when 2025/26 is part of the MTFs.

In December 2019 the Government announced an increase to the retail discount relief (from 33% to 50%) and that this would be extended to include cinemas and music venues with further extensions to public houses and local newspapers planned. It is expected that the lost business rates income from these new / higher reliefs announced will be, as per previous changes, offset by increased s31 grant payments (specific grant from central government). Since 2018/19 increases to Business Rates have been indexed to CPI instead of the higher RPI with the loss of income compensated for by S31 grant. RPI based compensation was expected to cease however for 2020/21 the multiplier allows for historic and current year RPI which is positive for the Council. Currently 1,287 business properties receive small business rate relief (1,246 in 2018/19).

The 2020/21 Business Rates forecast is based on the level of baseline funding assumed for 2020/21 along with the additional grant for policy changes. There is a slight increase in the forecast rates due to an expected surplus in the collection fund for 2019/20 plus a small anticipated redistribution of surplus from Government. The Business Rates tax base is volatile given the impact of a small number of businesses on the tax base overall e.g. the power station as mentioned above and risks regarding outstanding appeals still remain. The changes that the Government is making (now delayed to 2021/22) regarding resetting the system means that the amount of Business Rates the Council can retain after 2021/22 is assumed to change significantly. The Organisational Stabilisation Reserve helps mitigate against risks including Business Rates uncertainty.

The impact in 2020/21 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. From 2021/22 onwards with the new system of Business Rates 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.

The forecast position on Business Rates is shown below.

Table 2 Business Rates

£'000	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Retained Business Rates	3,767	3,927	3,058	3,120	3,182	3,246
Increase/ (reduction)	777	160	(869)	62	62	64
Increase/ (reduction)	26%	4%	(22%)	2%	2%	2%
Forecast Business Rates (Surplus)/deficit and central pool surplus	200	(542)	0	0	0	0

Sensitivity Analysis

The uncertainty surrounding Business Rates from 2021/22 gives a range of scenarios. From a best case of the Council continuing to benefit from existing growth to a worst case of a 'full reset' removing Business Rates growth. The amount we can budget for in 2021/22 ranges from £3.05m to £4.4m. The impact of a significant Business Rates appeal can push the Council into the 'Safety Net' position of £2.2m, this is considered highly unlikely.

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. 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 principle is that the Council aims to stay in the lower quartile for Council Tax. The Council has assumed an increase in Council Tax of £4.95 (3.59%) and thereafter £4.95 each year for the duration of this MTFS. Setting Council Tax at a 2% increase rather than £4.95 would reduce Council Tax income by £96,500 in 2020/21. A Council Tax freeze would result in a reduction of £217,700.

The 2020/21 tax base has been set at 43,987.7 (an increase of 1.87%) and this has been based upon the current council tax base and anticipated growth in 2020/21. Thereafter we have assumed a 2% increase per annum. This will be reviewed as the Council looks to deliver its housing growth targets.

In order to tackle the issue of empty homes in the borough, last year Full Council agreed to increase Long Term Empty Homes premiums in line with legislation (From April 2020 if the property has been empty up to 5 years 100% premium and for a property empty for more than 5 years 200% premium; From April 2021 if the property has been empty up to 5 years 100% premium, for a property 5 to 10 years a 200% premium and for anything over 10 years a 300% premium).

Reducing Empty Homes in the Borough remains a key objective for the Council. Uninhabitable properties currently receive 50% council tax discount for one year and unfurnished receive 50% discount for 6 months. In order to focus on getting properties into use, it is proposed that the Council removes the allowance for uninhabitable properties and reduces the discounts given to unfurnished properties to 28 days full exemption.

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

	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Council Tax Base (a)	43,178.5	43,987.7	44,867.4	45,764.8	46,680.1	47,613.7
Council Tax £:p (b)	£137.79	£142.74	£147.69	£152.64	£157.59	162.54
£ Annual Increase	£4.95	£4.95	£4.95	£4.95	£4.95	£4.95
% increase	3.73%	3.59%	3.47%	3.35%	3.24%	3.14%
Gross Council Tax collected (a x b)	£5,949,566	£6,278,801	£6,626,471	£6,985,536	£7,356,313	£7,739,127
Increase in Precept	£289,241	£329,236	£347,670	£359,065	£370,777	£382,814
Council Tax (Surplus)/Deficit	100,900	97,500	0	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 2019/20, 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 increased in Ruddington and Keyworth due to an increase in maintenance costs for the cemeteries in both parishes. The Band D amount for Keyworth has increased by £2.16 (135%) and Ruddington £0.75 (22.26%). Whilst the expenditure in West Bridgford has also increased, so too has the taxbase which has resulted in the Band D charge remaining the same as in 2019/20.

Cabinet has approved (January 2020) the creation of the Special Expenses and Community Infrastructure Levy (CIL) Advisory Group to improve the governance surrounding CIL and Special Expenses. This is to be ratified by Full Council when the Constitution is updated and in the meantime will meet informally.

Table 4 Special Expenses

	2019/20		2020/21		
	Cost	Band D	Cost	Band D	Band D
	£	£	£	£	% change
West Bridgford	683,000	48.51	690,500	48.51	0
Keyworth	4,200	1.60	10,100	3.76	135
Ruddington	9,100	3.37	11,300	4.12	22.26
Total	696,300		711,900		

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 gives clear incentive to local authorities to encourage housing growth in their areas (allocations are un-ringfenced) and from 2018/19 this reduced to 4 year payments with a 'deadweight' figure of 0.4% of housing growth (in otherwords you have to achieve 0.4% of housing growth before qualifying for NHB).

The allocations for 2020/21 include legacy payments for 2017/18 to 2019/20 however the 2020/21 payment it is anticipated will not form part of any legacy payments going forward. The legacy payments for previous years are anticipated to reduce by 1 year each year resulting in the NHB payments ceasing in 2023/24. The projections below are based on legacy payments from 2017/18 to 2019/20 and a one-year allocation in 2020/21. Please note the future of NHB will be subject to consultation in 2020.

Table 5 – New Homes Bonus

	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000
New Homes Bonus Received in Year	(1,621)	(2,311)	(1,152)	(653)	0	0

3.8 Fees, Charges and Rents

The Council is dependent on direct payment for many of its services. This income, from various fees, charges and rents, is a key element in recovering the costs of providing services which, in turn, assists in keeping the Council Tax at its current low level. This income is shown in Table 6.

Table 6 – Fees, Charges and Rental Income

	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000
Car Parks	(793)	(858)	(858)	(858)	(858)	(858)
Licences	(287)	(303)	(303)	(303)	(303)	(303)
Non Sporting Facility Hire	(188)	(188)	(188)	(188)	(188)	(188)
Other Fees & Charges	(633)	(605)	(605)	(862)	(907)	(954)
Planning Fees	(1,038)	(1,138)	(1,138)	(1,138)	(1,138)	(1,138)
Rents	(1,617)	(1,724)	(1,918)	(2,059)	(2,059)	(2,059)
Green waste income	(1,239)	(1,324)	(1,324)	(1,324)	(1,324)	(1,324)
Service Charges	(305)	(301)	(301)	(301)	(301)	(301)
Total	(6,100)	(6,441)	(6,635)	(7,033)	(7,078)	(7,125)

Income assumptions are determined by a number of factors including current performance, decisions already taken and known risks. Two key areas reviewed this year are as follows:

- Garden waste collection – a number of options were considered and it was agreed to increase the charge by £5 on both first and subsequent bins. There will be no further increases in the next 3 years and likewise charges have been unchanged since the previous increase in 2017/18. The agreed increase takes account of future inflation and potential pressures linked to the environmental agenda which is likely to further increase costs such as vehicle purchases;
- Car parking charges have not been increased given the pressure on the retail sector and to encourage greater footfall in the high street. The budget has been increased to reflect current income levels.

The budget for Other Fees and Charges reduces in 2020/21 due to alignment of the Land Charges income to current levels. In later years the increase is attributable to the Crematorium which is expected to open in 2022. Increase in planning income is in part attributed to growth as new businesses and housing sites come to fruition. Rental income shows an increase due to newly acquired investment properties included within the Transformation Plan and additional income on existing properties.

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. This could be an option for addressing future budget gaps. 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 (£14.3m) which is used to meet the costs of the national housing benefit scheme. Other Income is shown in Table 7. Council Tax and Housing Benefit Administration grant shows a reduction corresponding to the implementation of Universal Credit. Interest on investments reflect assumptions based on balances available to invest and expected interest rates (see Appendix 5).

Table 7 – Other Income

	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000
Costs recovered	(178)	(188)	(188)	(188)	(188)	(188)
Council Tax/ Housing Benefit Admin Grants	(238)	(230)	(215)	(200)	(200)	(200)
Interest on Investments	(285)	(377)	(390)	(467)	(515)	(506)
OLAs Contribution	(193)	(95)	(95)	(95)	(95)	(95)
Other Income	(341)	(368)	(364)	(362)	(363)	(362)
Recycling Credits	(140)	(160)	(160)	(160)	(160)	(160)
Other Government Grants	(161)	(245)	(120)	(120)	(120)	(120)
Sub Total	(1,536)	(1,663)	(1,532)	(1,592)	(1,641)	(1,631)
Housing Benefit Subsidy	(14,833)	(14,264)	(14,264)	(14,264)	(14,264)	(14,264)
Total Other Income	(16,369)	(15,927)	(15,796)	(15,856)	(15,905)	(15,895)

3.10. Summary

Table 8 – All sources of income

	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000
Retained Business Rates	(3,767)	(3,984)	(3,058)	(3,120)	(3,182)	(3,246)
Revenue Support Grant	0	0	0	0	0	0
Other Grant Income*	(314)	(18)	0	0	0	0
New Homes Bonus	(1,621)	(2,311)	(1,152)	(653)	0	0
Council Tax (RBC)	(5,950)	(6,279)	(6,627)	(6,986)	(7,356)	(7,739)
Council Tax (Special Expenses)	(696)	(712)	(712)	(712)	(712)	(712)
Collection Fund (Surplus)/deficit	301	(445)	0	0	0	0
Fees, Charges and Rental Income	(6,100)	(6,441)	(6,635)	(7,033)	(7,078)	(7,125)
Other income	(16,369)	(15,927)	(15,796)	(15,856)	(15,905)	(15,895)
Transfers from Reserves**	0	0	(312)	(531)	(1,216)	(1,016)
Total Income	(34,516)	(36,117)	(34,292)	(34,891)	(35,449)	(35,733)

*New Burdens S31 funding in relation to revenues and benefits and universal credit funding.

** The transfer from reserves amounts increase due to the decreasing NHB receipts being transferred to reserves therefore increasing the net transfer from reserves. Note this relates mainly to the £1m per annum payment for the Arena and there is sufficient NHB in reserve to make future payments.

4. 2020/21 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

	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000
Employees	10,649	10,707	10,904	11,115	11,401	11,527
Premises	1,468	1,382	1,389	1,406	1,396	1,396
Transport	1,624	1,672	1,679	1,685	1,694	1,691
Supplies & Services	6,341	6,734	6,758	6,771	6,901	6,785
Transfer Payments	14,668	14,297	14,307	14,317	14,327	14,327
Third Party	2,531	2,636	2,630	2,557	2,526	2,463
Depreciation/Impairment	2,333	2,131	2,131	2,131	2,131	2,131
Capital Financing	0	76	227	304	300	296
Net recharges	(4,323)	(4,393)	(4,393)	(4,393)	(4,393)	(4,393)
Gross Service Expenditure	35,291	35,242	35,632	35,893	36,283	36,223
Reversal of Capital Charges	(2,333)	(2,131)	(2,131)	(2,131)	(2,131)	(2,131)
Net Contribution to Reserves	426	1,859	0	0	0	0
Minimum Revenue Provision	1,000	1,000	1,074	1,247	1,247	1,247
Revenue Contribution to Capital	132	147	155	180	180	185
Overall Expenditure	34,516	36,117	34,730	35,189	35,579	35,524

4.2 Explanations for some of the main variances above are:

- Employee costs increase due to the assumed inflationary increase in salary of 2%;
- Premises costs show a decrease mainly due to the closure of the Depot and the move to Eastcroft;
- Supplies and services increase due to items of growth resulting from inclusion of expenditure that had previously been funded through reserves such as replacement/new bins (£160k) Positive Futures (£110k) and Member Grants (£20k) plus increases in IT maintenance contracts and the change in location of the RCCC. The management fee income for Edwalton Golf Course (£21k) has also been removed;
- Transfer Payments show an initial decrease from 2019/20 as the budget has been aligned with current levels of Rent Allowances paid out and has reduced due to Universal Credit and thereafter increase as projected rent allowances rise;
- Capital Financing costs increase reflecting the borrowing costs arising from the estimated £10m borrowing in relation to the capital programme (referred to in paragraph 9.4);
- The increase in the net contribution to reserves from last year is due to the delay in Business Rates reform resulting in additional income. This will be used to mitigate the impact in 2020/21 when the reforms are implemented; and
- Minimum Revenue Provision increases in later years as a result of increased borrowing in relation to capital challenges (see Section 9).

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

	2019/20 Estimate £'000	2020/21 Estimate £'000	2021/22 Estimate £'000	2022/23 Estimate £'000	2023/24 Estimate £'000	2024/25 Estimate £'000
Retained Business Rates	(3,767)	(3,984)	(3,058)	(3,120)	(3,182)	(3,246)
Other Grant Income	(314)	(18)	0	0	0	0
New Homes Bonus	(1,621)	(2,311)	(1,152)	(653)	0	0
Council Tax (RBC)	(5,950)	(6,279)	(6,627)	(6,986)	(7,356)	(7,739)
Council Tax (Special Expenses)	(696)	(712)	(712)	(712)	(712)	(712)
Collection Fund (Surplus)/Deficit	301	(445)	0	0	0	0
Fees, Charges and Rental Income	(6,100)	(6,441)	(6,635)	(7,033)	(7,078)	(7,125)
Other Income	(16,369)	(15,927)	(15,796)	(15,856)	(15,905)	(15,895)
Additional Transfer To/(From) Reserves	0	0	(312)	(531)	(1,216)	(1,016)
Total Income	(34,516)	(36,117)	(34,292)	(34,891)	(35,449)	(35,733)
Gross Expenditure	34,516	36,117	34,730	35,189	35,579	35,524
Net Budget Position (Surplus)/Deficit	0	0	438	298	130	(209)

5.2 The above shows a deficit position of £438k in 2021/22 and reducing deficits in 2022/23 and 2023/24, the total for the period being £0.657m. This position will be smoothed by the use of the Organisational Stabilisation Reserve (including the use of 2019/20 in-year surplus and the existing reserve position). It is anticipated that the Central Government Business Rates pool will redistribute a surplus in 2020/21 (£430k is expected for 2019/20) and £400k has been included in the collection fund surplus/deficit and central

pool surplus line in the table above (the net figure of £445k surplus also includes business rates surplus of £142k and a council tax deficit of £98k). From 2024/25 onwards it is anticipated that the budget will move to a surplus position will then be used to replenish the reserve.

- 5.3 Section 7 covers the Transformation Programme - including the use of reserves, balancing the budget for 2020/21 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. In previous budgets, the Council has supported the controlled release of reserves to support service delivery. It is anticipated that at the end of 2019/20 £0.906m (net transfer of £542k) will be transferred to the Organisation Stabilisation reserve primarily from the anticipated overall revenue underspend and transfer from the Nottinghamshire Business Rates Pool surplus. This will help to manage the impact of reduced government funding, future changes to the Business Rates Retention scheme and ongoing service stability.
- 6.2 In 2019/20 the balance on the Organisation Stabilisation reserve (OSR) is expected to be £2.448m. Whilst projections indicate the reserve will have a balance of £2.194m by 2024/25. The prevailing uncertainty in relation to both large Council projects and future funding means that this reserve is necessary. Given the deficit anticipated over the MTFS is £0.85m it is proposed that £1m is transferred from the OSR to a Climate Change Action Fund to help the Council manage the impact of climate change and the likely capital and revenue increase in demand on resources for this key Council corporate objective. Furthermore the Council is likely to need funding to support the Development Corporation project and it is proposed a new reserve is created using 2019/20 in-year budget efficiencies to provide the resource for this (referenced in the Quarter 3 Revenue and Capital monitoring report). The Council's strong financial management continues to enable reserves to be used flexibly to manage risk.
- 6.3 Table 11 details the estimated balances on each of the council's specific reserves over the 5 year MTFS. **Appendix 6** details the movement in reserves for 2020/21 which also includes capital commitments. Reserve levels have increased reflecting the necessity to manage future risks. The projections are based on current understanding regarding New Homes Bonus receipts. All of 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.
- 6.4 Whilst part of the annual allocations of New Homes Bonus (NHB) will be used to offset the MRP requirements arising from internal borrowing, the remaining NHB reserve may still be called upon in future years as major infrastructure projects come to bear as part of the Council's Asset Investment Strategy and the potential for investment in economic development through arrangements such as the 'Growth Deal'. The projections reflect the allocation of at least £1m per annum from the NHB reserve to offset the Minimum Revenue Provision (MRP) arising from internal borrowing. As there is more spend on capital the requirement to fund MRP and utilise

reserves will increase or funding will be required from the revenue budget, hence the increase in MRP in the last 3 years of this strategy. The NHB reserve increase is predicated on the assumptions made on NHB in Section 3.7.

- 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

£000	Balance 31.03.19	Balance 31.03.20	Balance 31.03.21	Balance 31.03.22	Balance 31.03.23	Balance 31.03.24	Balance 31.03.25
<i>Investment Reserves:</i>							
Regeneration and Community Projects	1,690	1,566	1,663	1,788	1,938	2,088	2,243
Sinking Fund - Investments	123	151	267	421	330	241	252
Council Assets and Service Delivery	274	274	274	274	274	274	274
Invest to Save	150	150	150	150	150	150	150
<i>Corporate Reserves:</i>							
Organisation Stabilisation	1,906	2,448	2,810	2,274	2,194	2,194	2,194
Risk and Insurance	100	100	100	100	100	100	100
Planning Appeals	350	350	350	350	350	350	350
Elections	203	51	101	151	201	51	101
<i>Operating Reserves:</i>							
Planning	220	164	164	86	0	0	0
Leisure Centre Maintenance	116	116	116	116	116	116	116
Planned Maintenance	100	100	100	100	100	100	100
Total Excluding NHB Reserve	5,232	5,470	6,095	5,810	5,753	5,664	5,880
New Homes Bonus	6,587	7,104	8,415	8,493	7,899	6,652	5,405
Total Earmarked Reserves	11,819	12,574	14,510	14,303	13,652	12,316	11,285
<i>General Fund Balance</i>	2,604	2,604	2,604	2,604	2,604	2,604	2,604
TOTAL	14,423	15,178	17,114	16,907	16,256	14,920	13,889

7. THE TRANSFORMATION STRATEGY AND EFFICIENCY STRATEGY

7.1 For the past 5 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; 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

	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000
Gross Budget Deficit excluding Transformation Plan	3,740	3,932	4,631	5,009	4,911	4,682
Cumulative Savings in Transformation Plan	3,740	3,740	3,932	4,193	4,711	4,781
Gross Budget Deficit/(Surplus)	0	192	699	816	200	(99)
Additional Transformation Plan savings	0	(192)	(261)	(518)	(70)	(110)
Net budget Deficit/(Surplus)	0	0	438	298	130	(209)
Cumulative Transformation Target (Appendix 3)		(192)	(453)	(971)	(1,041)	(1,151)

- 7.3 In order to deliver a balanced budget for 2020/21 the Council has looked to constrain Council spend and increase income (particularly as it encourages growth). The Council continues to review how it delivers its services, to identify innovative ways of delivering its services more economically, efficiently and effectively. There are several significant asset investment projects particularly the development of a Crematorium and the Bingham Leisure Hub which will deliver both socio-economic and financial benefits. These are also subject to their own project risks.
- 7.4 Moving forward, this momentum must continue and the Council's key transformation projects need to be reviewed on an on-going annual basis. While the Council has identified a range of projects that can be used to deliver the anticipated savings required, this will still be a challenging exercise. As can be seen at Table 12 over the five year period £1.151m of expected efficiencies have been identified. The current transformation projects which will be worked upon for delivery from 2020/21 are given at **Appendix 3**.

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
Fluctuation in Business Rates linked to appeals and in particular the power station and decline in retail sector	High	High	Growth plans and accurate monitoring, lobbying central government, potential alternative use of the site, increase in S31 grants to offset additional Business Rate reliefs. Playing an active role supporting the Development Corporation with a £0.1m reserve created.
Central Government policy changes e.g. Fairer Funding, changes to NHB and 75% Business Rates transfer to local government leading to reduced revenue. Environmental policy changes with regards to waste will create future financial pressures	High	High	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.
The Council does not achieve Council Tax income levels as projected in the MTFS and linked to Government referendum limits	Low	High	Continue to monitor government policy and lobbying. Budget workshops for members so they are clearly informed regarding the impact of alternative decisions.

Risk	Likelihood	Impact	Action
Inadequate capital resources	Medium	High	Proportionate spending and sale of surplus assets, 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.
Fee income volatility, for example number and size of planning applications	Medium	High	Engagement in consultation in policy creation. Ensure future changes are built into the MTFS.
Inflationary pressures, particularly utility costs	Medium	low	Budget reporting processes
Pensions triennial revaluation and the potential increase to pension contributions	High	High	To be aware of actuaries report and implications. Risks affected by local demographics and the impact on interest rates and share prices of international economic conditions. Also the ability to influence central government policy on the Local Government scheme.
Increased demand for services particularly as housing and business growth develops 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	Low	High	Effective programme and project management
The impact of wider economic conditions on interest rates, the property market, impacting on investments and any future borrowing	Medium	High	Advice from the Council's treasury advisors, and more investment diversification with a wider range of institutions and property investment diversification. Monitoring borrowing rates.
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.

Risk	Likelihood	Impact	Action
Environmental Agenda Impact on both revenue and capital budgets	High	High	Creation of Climate Change Action Reserve (£1m), ongoing review of significant projects and outcome of scrutiny review.

8.2 The changing environment of local authority finance means that the Council is facing increasing risks and uncertainty in respect of available resources. 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 delivers 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 increased the number of property investments by diversifying, 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. This results in a longer lead-in time to accrue income from such investment as opposed to commercial property acquisition relating particularly to the Crematorium and Bingham Hub Leisure projects.

8.3 The MTFS presents a balanced budget for 2020/21 and a deficit position for 2021/22 funded by the use of Organisational Stabilisation Reserve. The reserves maybe replenished by in-year budget efficiencies. 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. There is a current climate of an unprecedented level of funding uncertainty. In this regard it should be noted that particular risks exist with regards to:

- Benefits from Business Rates repatriation to local government (i.e. 75% to local government) is unknown. For example we do not know what the tier split is between the County and district councils and whether the Nottinghamshire Pool will continue.
- Business Rates - has a number of significant risks and is a highly volatile tax base. The planned de-commissioning of the power station in 2025, given it accounts for around one quarter of Business Rate income, potentially undermines 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

- Businesses - were revalued in 2017 and there were a number of statutory changes to the reliefs given then and also in 2018 and further reliefs have been promised for 2020/21 without any official detail from the Government; and a further revaluation is planned in 2021. The upshot of this is that the business rate baseline will be reviewed which makes it challenging to monitor this area of the budget.
- New Homes Bonus - as identified at 3.7 the funding mechanism changes to NHB reducing allocations continue to manifest themselves with the scheme being consulted upon in 2020. Currently there is sufficient funding to cover payments with regards to the Arena project. In the future it may impact upon the Council's capacity to make discretionary investment in specific projects which will deliver social and economic benefits to the Borough. Contingency plans for the financing of MRP on the Arena redevelopment, Bingham Hub and Crematorium are in place such as the Council extending the repayment period and/or accessing external borrowing. The Council will continue to lobby Government to ensure it is rewarded for growth and that there is funding in relation to the consequences of growth as part of the forthcoming consultation.

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, investment in Social Housing, and Partnership Grants. 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 below. This is an ambitious programme totalling £34.35m and with anticipated 2019/20 underspends will total around £47m.

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

CAPITAL PROGRAMME 2020/21

	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	5 Year
	Current Estimate	Indicative Estimate	Indicative Estimate	Indicative Estimate	Indicative Estimate	Indicative Estimate	TOTAL
	£000	£000	£000	£000	£000	£000	£000
EXPENDITURE SUMMARY							
Transformation	13,530	14,955	5,150	250	270	150	20,775
Neighbourhoods	3,448	1,657	1,946	1,176	1,609	1,839	8,227
Communities	818	1,739	624	129	154	144	2,790
Finance and Corporate	7,424	585	530	480	480	480	2,555
Total	25,220	18,936	8,250	2,035	2,513	2,613	34,347
FUNDED BY							
Usable Capital Receipts	(8,564)	(14,922)	(3,076)	(1,122)	(1,600)	(1,800)	(22,520)
Better Care Funding	(613)	(613)	(613)	(613)	(613)	(613)	(3,065)
Use of Reserves	(481)	(70)	(50)	(300)	(300)	(200)	(920)
Grants and Contributions	(1,065)	(610)	0	0	0	0	(610)
Section 106 Monies	(474)	(1,205)	(2,113)	0	0	0	(3,318)
Internal Borrowing and Borrowing	(14,033)	(1,516)	(2,398)	0	0	0	(3,914)
Total	(25,230)	(18,936)	(8,250)	(2,035)	(2,513)	(2,613)	(34,347)
RESOURCES MOVEMENT							
Opening Balances:	9,706	2,376	2,741	3,020	5,032	6,572	
Projected Receipts:	3,867	17,785	6,131	4,047	4,053	1,175	
Use of Resources:	(11,197)	(17,420)	(5,852)	(2,035)	(2,513)	(2,613)	
Balance Carried Forward:	2,376	2,741	3,020	5,032	6,572	5,134	

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. The Programme is approved for the 5 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 on the Transformation platform to expand and generate revenue income streams in order to help balance the Council's MTFS. Significant projects in the Capital Programme include:

- a) A provision of £10m has been included in the programme for the continued development of Bingham Hub for 2020/21. The vision here is for the provision a mix of new leisure facilities and office units to replace the existing Bingham Leisure Centre and also to expand business and employment opportunities. Details and options for this scheme are under assessment. The overall investment total is estimated to be £20m (including £10m brought forward from 2019/20).
- b) £4.8m has been included as part of a total provision of £6.5m to provide a new Crematorium in the Borough. £1.7m in 2019/20.
- c) £1m has been included for development of pitch and pavilion facilities at Gresham. It is anticipated that this will be wholly funded from S106 Developer Contributions and a grant from the Football Foundation.
- d) £0.47m has been included in 2020/21 for development of facilities at Rushcliffe Country Park to include a replacement Skate Park and an enhanced Visitor Centre.
- e) Information Systems Strategy (£0.335m plus a four year rolling programme to give a total of £1.305m);
- f) On-going vehicle replacement programme (£3.411m over the next five years).
- g) £0.220m for the refurbishment of the pitched and flat roof areas of Keyworth Leisure Centre.
- h) Support for Registered Housing Providers £0.216m. This sum will be further enhanced by the underspend from 2019/20 (currently estimated to be £1.4m).
- i) Disabled Facilities Grants provision of £0.490m has been provided each year but this is subject to change when the formal Better Care Funding allocations are approved.
- j) The programme contains ongoing provisions of £0.150m per annum to provide market loan facilities for Streetwise Environmental Ltd to support their vehicle replacement programme.
- k) Smaller sums have been included to enhance our land and buildings and investment property portfolios.
- l) A Contingency sum of £0.1m has been included each year to give flexibility to the delivery of the programme.
- m) Expected total borrowing, including 19/20, totals £17.9m. It is anticipated that up to £10m of this may need to be externally borrowed rather than the utilisation of Council cash balances (internally borrowed). The timing and incidence of actual

external borrowing will be affected by any slippage in the capital programme or unexpected capital funding (eg capital receipts) and this is reflected in the capital financing requirement shown at table 2 of the Capital and Investment Strategy.

9.3 The Council has previously allocated £20m to the Asset Investment Strategy within its Capital Programme. Just over £17m of this has been earmarked for investment opportunities, asset acquisitions, and development of office/industrial/retail units which will secure strong future income streams to support the revenue budget. Just under £3m currently remains unallocated and may be used for the crematorium. Significant schemes include the making of a loan to Nottinghamshire County Cricket Club originally for £2.7m; £2.5m for the first phase of redevelopment at Cotgrave and a further £1.9m for Phase II; £7.1m to enhance business and employment opportunities through investment in industrial units; £2.8m in other retail units; the balance remaining may be used for the crematorium.

9.4 The Council's capital resources are slowly being replenished as potential receipts from the Sharphill Overage Agreement are recognised. Receipt is anticipated in 2024/25 following completion of the agreement. It is predicted that capital resources will be in the region of £5.1m at the end of the five year life of the Programme. This comprises: £2m Capital Receipts; £3m Earmarked Capital Reserves; and £0.1m minor capital contributions. It is likely that all of the Council's Usable Capital Receipts will be exhausted by the end of 2020/21 but will slowly build back up from 2021/22 to 2023/24 as income from Sharphill is received. The balance dips again in 2024/25 to £2m. This position must 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 8.3. Going forward, there is an underlying assumption that the Council may need to externally borrow up to £10m (Table 2 of the Capital and Investment Strategy) to support delivery of the proposed Capital Programme; primarily this borrowing will be linked to the development of Bingham Hub and delivery of commitments in the Leisure Strategy. This is likely to be done through loans from the Public Works Loan Board benefitting from a certainty rate of interest. Consideration will also be given to borrowing over shorter terms from other Local Authorities to mitigate any long term indebtedness and give flexibility to required financing. Formal funding decisions are taken at the end of each financial year when the level of capital expenditure is assessed in line with the capital resources and usable reserves available.

The programme will be partly funded using Capital Receipts. Significant sums due over the course of the MTFS include:

- A further £11.4m from the Sharphill Overage Agreement (£4.1m already received);
- £1m funding for Gresham Pitch and Pavilion Redevelopment;
- Over £0.83m in repaid loan principal from Nottinghamshire County Cricket Club and Streetwise;

- Disposal of the old Depot Site: approximately £5m; and
- Sale of land in Cotgrave: approximately £7m.

9.5 The following significant capital grants and contributions will be used to support the funding of the proposed capital programme:

- £0.75m of Growth Development Fund grant from the Local Enterprise Partnership to support the development of the Bingham Leisure Hub;
- The potential to release up to £2.8m from Developer Contributions to support works associated with the Bingham Leisure Hub and the activation of the Leisure Strategy; and
- An estimated £ per annum from the Better Care Fund to deliver Disabled Facilities Grants, Discretionary Top-up Grants and Assistive Technology;

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

	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate	2023/24 Estimate
Anticipated Interest Rate (%)	1.87	1.87	1.87	1.87	1.87
Expected interest from investments (£)	293,800	311,900	389,900	442,200	438,800
Other interest (£)	83,000	78,000	74,000	70,000	64,000
Total Interest (£)	376,800	389,900	463,900	512,200	502,800

10.2 The CIPFA Treasury Code has been updated to include assets held for financial returns. The CIS covers the Council's approach and risk management with regards to such assets. It documents the spreading of risk across the size of individual investments and diversification in totality across different sectors. The Council's Asset Investment Strategy (which governs the Council's approach to Asset Investment) is also appended to the CIS.

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.
- 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 £4.95 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 2024/25 is £1.178m and over the 5 year period £3.444m.

Table 16: Alternate Council Tax Levels

£'000	2020/21	2021/22	2022/23	2023/24	2024/25	
Band D £142.74 in 2020/21 Increase at £4.95 each year – Recommended Option						
Total CT Income	(6,279)	(6,627)	(6,986)	(7,356)	(7,739)	
Total for Freeze (Band D £137.79)	(6,061)	(6,182)	(6,306)	(6,432)	(6,561)	
Total for £2% each year (Band D £140.55)	(6,182)	(6,432)	(6,692)	(6,962)	(7,244)	
Difference (£'000)	2020/21	2021/22	2022/23	2023/24	2024/25	Total
Freeze vs £4.95	(218)	(444)	(680)	(924)	(1,178)	(3,444)
2% vs £4.95	(97)	(194)	(294)	(394)	(496)	(1,474)

- 11.4 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

	2019/20 (£)	2020/21 (£)	% Change
West Bridgford			
Parks and Playing Fields	390,100	404,100	
West Bridgford Town Centre	46,800	55,900	
Community Halls	99,300	68,700	
Seats & Bins	300	300	
Contingency	14,700	14,700	
RCCO	50,000	50,000	
Annuity Charges	81,800	76,800	
Sinking Fund	0	20,000	
Total	683,000	690,500	
Tax Base	14,078.3	14,233.5	
Special Expense Tax	48.51	48.51	0%
Keyworth			
Cemetery & Annuity Charges	4,200	8,000	
Annuity	0	1,300	
Total	4,200	10,100	
Tax Base	2,617.5	2,689.7	
Special Expense Tax	1.60	3.76	135%
Ruddington			
Cemetery & Annuity Charges	9,100	11,300	
Total	9,100	11,300	
Tax Base	2,700.7	2,743.9	
Special Expense Tax	3.37	4.12	22.26%
TOTAL SPECIAL EXPENSES	696,300	711,900	2.24 %

REVENUE BUDGET SERVICE SUMMARY

Appendix 2

	2019/20 ESTIMATE £	2020/21 ESTIMATE £	2021/22 ESTIMATE £	2022/231 ESTIMATE £	2023/24 ESTIMATE £	2024/25 ESTIMATE £
Communities	2,751,900	2,907,200	3,023,200	3,078,500	3,121,000	3,160,200
Finance and Corporate Services	3,393,700	3,442,800	3,668,300	3,764,000	3,992,800	3,860,900
Neighbourhoods	6,504,500	6,520,700	6,655,800	6,391,300	6,383,500	6,337,100
Transformation and Operations	173,700	2,000	(147,000)	(231,000)	(197,700)	(155,300)
Net Service Expenditure	12,823,800	12,872,700	13,200,300	13,002,800	13,299,600	13,202,900
Capital Accounting Adjustments	(2,333,100)	(2,130,600)	(2,130,600)	(2,130,600)	(2,130,600)	(2,130,600)
Minimum Revenue Provision	1,000,000	1,000,000	1,074,000	1,247,000	1,247,000	1,247,000
Revenue Contribution to Capital	131,800	146,800	154,800	180,400	180,400	184,600
Transfer to/(from) Reserves	426,100	1,859,200	(312,400)	(531,400)	(1,215,900)	(1,015,900)
Total Net Service Expenditure	12,048,600	13,748,100	11,986,100	11,768,200	11,380,500	11,488,000
Funding						
Other Grant Income	(314,300)	(17,500)	0	0	0	0
Localised Business Rates, includes SBRR	(3,767,000)	(3,984,300)	(3,058,300)	(3,119,500)	(3,181,900)	(3,245,500)
Collection Fund (Surplus)/Deficit	299,600	(444,500)	0	0	0	0
Council Tax Income						
- Rushcliffe	(5,949,600)	(6,278,800)	(6,626,500)	(6,985,500)	(7,356,300)	(7,739,100)
- Special Expenses Areas	(696,300)	(711,900)	(711,900)	(711,900)	(711,900)	(711,900)
New Homes Bonus	(1,621,000)	(2,311,100)	(1,151,600)	(653,100)	0	0
Total Funding	(12,048,600)	(13,748,100)	(11,548,300)	(11,470,000)	(11,250,100)	(11,696,500)
Net Budget (Surplus)/Deficit	0	0	437,800	298,200	130,400	(208,500)

Rushcliffe Borough Council

Transformation Strategy and Efficiency Plan 2020/21 – 2024/25

Introduction

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

The original 4 Year Plan and Transformation Programme have successfully supported the delivery of over £8.2m 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 2020/21 this is estimated at £270k. 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 83% of residents are satisfied with Rushcliffe as a place to live and 63% of residents are satisfied with the way the Council runs its services. (2018).

This revised Transformation Strategy sets out the Council's approach to making further savings between now and 2024/25. 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

Whilst the Council has achieved significant savings via the 4 year plan and the first four years of the Transformation Programme, further savings are required to address the estimated funding gap. This revised Transformation Programme will form the basis of how the Council meets the financial challenge summarised in the table below.

Savings targets

	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	£'000	£'000	£'000	£'000	£'000	£'000
Gross Budget Deficit excluding Transformation Plan	3,740	3,932	4,631	5,009	4,911	4,682
Cumulative Savings in Transformation Plan	3,740	3,740	3,932	4,193	4,711	4,781
Gross Budget Deficit/(Surplus)	0	192	699	816	200	(99)
Additional Transformation Plan savings	0	(192)	(261)	(518)	(70)	(110)
Net budget Deficit/(Surplus)	0	0	438	298	130	(209)

In order to deliver a balanced budget for 2020/21 the Council has looked to constrain Council spend and increase income (particularly through commercialism and growth). The Council continues to review how it delivers its services and meet the funding gap. Other arrangements exist with neighbouring authorities such as the Building Control partnership with South Kesteven and Newark & Sherwood, and creating companies, such as Streetwise and looking to expand its company base through Rushcliffe Enterprises Ltd. The Council continues to identify innovative ways of delivering its services more economically, efficiently and effectively, including collaboration where a business case supports such an initiative.

Moving forward, this momentum must continue and the Council's key transformation projects need to be reviewed on an on-going annual basis. While the Council has identified a range of projects that can be used to deliver the anticipated savings required, this remains a challenging exercise. The current transformation projects which will be worked upon for delivery from 2020/21 are given at [Appendix B](#). Some of the more significant projects include:

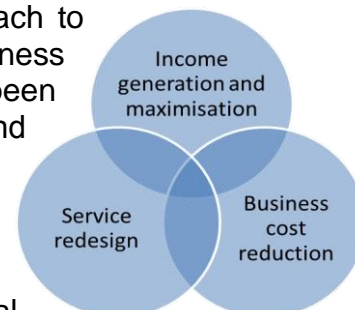
- The Asset Investment Strategy;
- the potential development of a crematorium;
- The continued activation of the Leisure Strategy focusing on the options for leisure provision in Bingham and surrounding area;
- Commercialisation: maximising asset usage, sponsorship and Leisure Community Interest Company
- Cyclical reviews of all service areas; and
- Reviewing fees and charges.

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 Treasury Management 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.

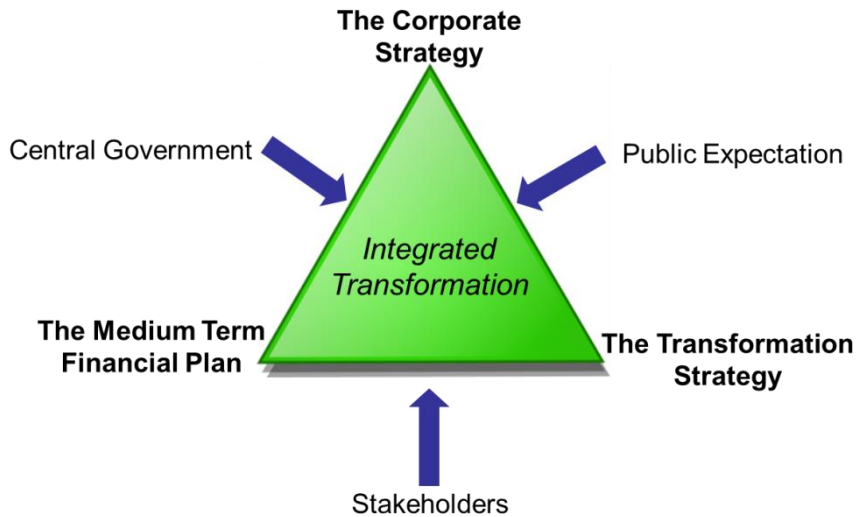


The Transformation Strategy is an evolving document and although it essentially covers the next five years it should not be bound by time or scope. To this end and within the emerging complex environment, three partnership models have been identified to provide a framework to generate further efficiencies. 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 done in the last six years to deliver over £3.8m 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.



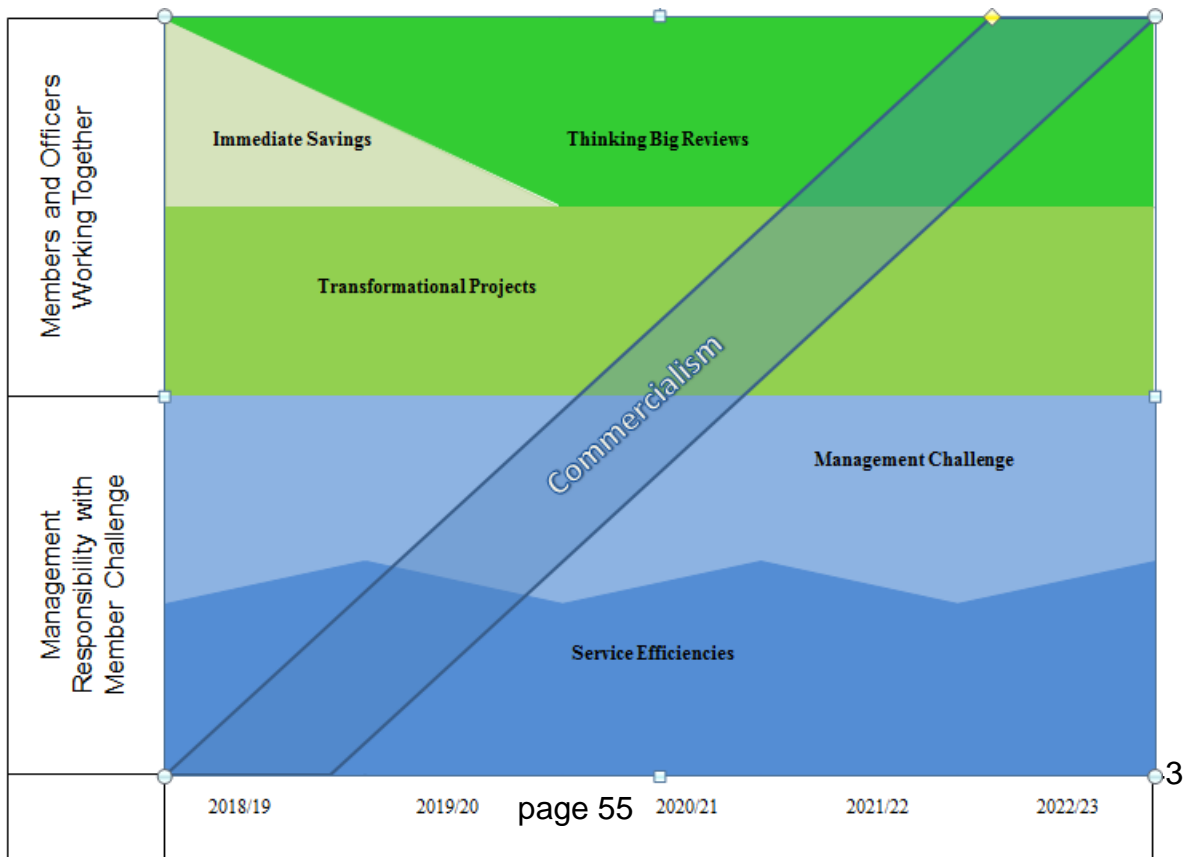
Rushcliffe's Integrated Approach to Transformation

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.

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 Executive Manager is charged with scrutinising their budget to identify and remove any additional savings or unused budget. Again, top level targets have been identified for each area of the Council and these are illustrated in the table at [Appendix B](#).

Members and Officers Working Together

The upper area of the diagram above focuses on activities where Members and officers work together to identify further savings and different ways of working. These aspects of the Strategy have been arrived at through our budget proposals which have continued to be radical and challenging as we look at ways of bridging the financial gap by 2024/25. Budget workshops, incorporating Members from all political groups, have looked at what has been achieved so far, policy changes that can be made immediately to save money in the coming year, different ways of delivering services in the future, and more long-term 'Thinking Big' options that could significantly change the face of the Council and the services it delivers.

Immediate savings

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

Member Involvement and Budget Workshops

As part of the budget setting process for 2020/21, Members discussed a number of potential options such as increasing green bin charges. These will primarily focus on gathering information upon which Members can base decisions which could potentially change the face of the Borough in the future. These 'Thinking Big' ideas have the potential to contribute significantly to bridging the funding gap we are experiencing without reducing frontline services but they are not decisions to be taken lightly which is why robust investigations are undertaken. Over the last year (2019/20) there have been several "Big Thinking" initiatives focusing on Fairham Pastures and the development of housing and employment land, a new crematorium, the development of the Abbey Road Depot site and potential development of the Bingham Leisure Hub. These are also subject to a combination the involvement of Growth Boards, Scrutiny work or Member Development Groups. The Asset Investment Strategy continues to pay dividends with some investment planned as the Council changes direction from purchasing commercial property to developing assets and services within the Borough's boundaries.

Transformational Projects 2020-2025

As has already been mentioned above, this Strategy is a continuation of the Council's original Transformation Programme and as a consequence a number of 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.

Leisure Strategy Activation

Since 2006, the Council's Leisure Strategy has highlighted the authority's ambition to rationalise leisure facilities in West Bridgford to one site – Rushcliffe Arena 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 is progressing the Bingham Hub. It is planned that Bingham Hub will be operational from 2021/22.

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 2020-2025 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)

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.

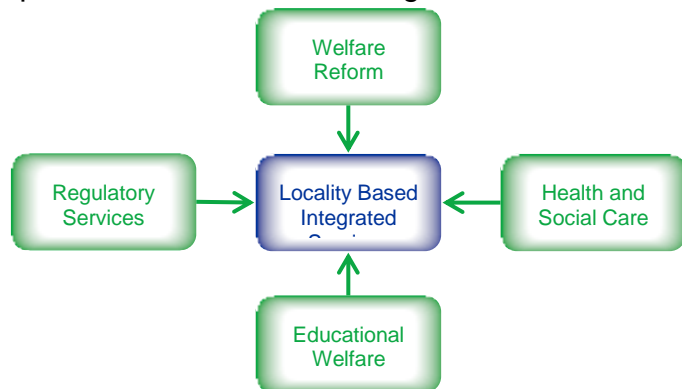
Rushcliffe’s Accepted Models of Partnership Working

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 bringing together joint customer services for the Police, Job Centre plus, voluntary sector, South Nottinghamshire College and other services has been recognised nationally. This approach has been supported by our ability to work in other locations on a remote access basis. The service has recently been expanded into Bingham where an integrated delivery service model has been deployed and is being delivered from the new Health Centre.



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

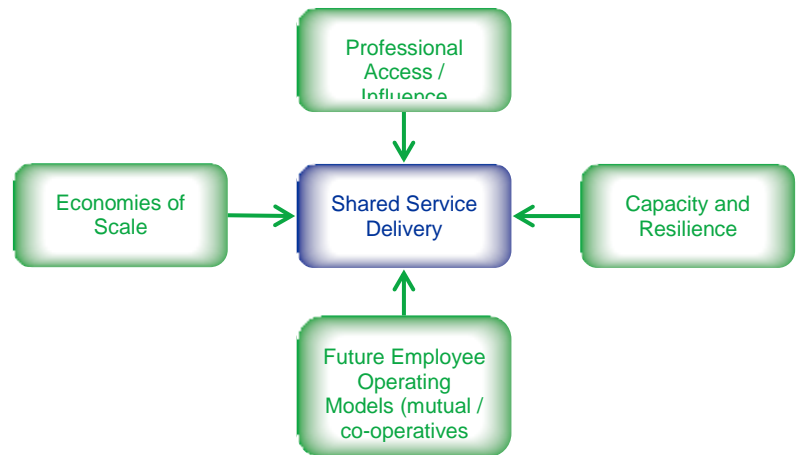
2. Partnerships of Scale

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 unlike scope partnerships they may not, in themselves, directly improve the way in which the service is delivered to Rushcliffe Borough residents. Opportunities exist in this area to share back office services, reducing costs and removing duplication whilst maintaining and improving capacity and resilience.

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

As mentioned above, to date partnerships of scale have developed organically – the Council has been successful in developing a number of such partnerships, of which the following, mostly back office services, have come to fruition: payroll services (Gedling), ICT (Broxtowe, Newark & Sherwood), building control (South Kesteven, Newark & Sherwood), procurement (Gedling), homelessness (Gedling) and emergency planning (Nottinghamshire County Council).

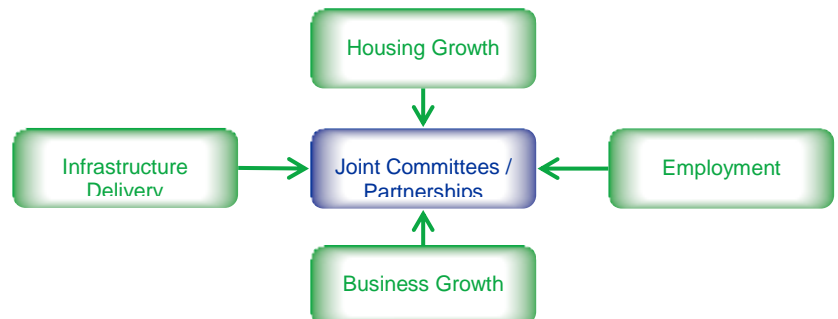
Following continued encouragement from Central Government, there has been an increased willingness and determination from the Leaders within Nottinghamshire to forge closer partnerships of scale (Waste Collection and Management).



3. Partnerships for Governance

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

However, the emergence and growth of other forums has restricted the representation and influencing role of individual districts. The Health and Wellbeing Boards and Local Enterprise Partnerships are prime examples where representation is restricted to one district or borough council.



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

If these do grow, there will be an increasing reliance upon forging relationships which can influence outcomes for Rushcliffe residents; for example, agreeing key infrastructure requirements which benefit not only Rushcliffe but neighbouring boroughs and districts. These models of partnership working provide a framework within which officers can be swift to take advantage of opportunities as they arise. They build upon our existing core principles model highlighted above and provide a clear map for the future.

Transformation Programme 2020/21 - 2024/25					
Savings (£'000)	2020/21	2021/22	2022/23	2023/24	2024/25
Service Efficiencies & Management Challenge	1,767	1,757	1,747	1,737	1,737
<u>Thematic Reviews - With Potential Savings</u>					
Bridgford Hall	108	108	108	108	108
Council Publications and Promotion	9	9	9	9	9
Grants and Support	50	50	50	50	50
Leisure Strategy	424	424	424	424	424
Travel costs	56	56	56	56	56
Burial Provision	23	23	23	23	23
Printing for Member Meetings	5	5	5	5	5
Asset Investment Strategy	437	437	437	437	437
Total Thematic Reviews - With Potential Savings	1,112	1,112	1,112	1,112	1,112
<u>Income Reviews</u>					
Wheeled bin charges for new houses	10	10	10	10	10
Fees and charges Generally	104	104	104	104	104
Street Trading Licences	5	5	5	5	5
Car Park – previous car park increases	174	174	174	174	174
RCP - compulsory charging	20	20	20	20	20
Increase charging on Green Bin	382	382	382	382	382
Planning pre-application Advice	30	30	30	30	30
Total Additional Income	725	725	725	725	725

Transformation Programme 2020/21 - 2024/25	2020/21	2021/22	2022/23	2023/24	2024/25
Additional (Growth)/Savings					
Planning Income	100	100	100	100	100
Room Hire	7	7	7	7	7
Net impact of relocation to Eastcroft	(232)	(273)	(273)	(273)	(273)
Leisure Community Interest Company	120	120	120	120	120
Procurement	50	50	50	50	50
Event Sponsorship Income	9	9	9	9	9
Finch Close	67	67	67	67	67
Co-op	69	69	69	69	69
Units at Moorbridge	0	57	63	63	63
Cotgrave Phase 2	0	34	91	91	91
Asset Investment Projects	180	360	825	905	1,015
Total Additional (Growth)/Savings	329	600	1,128	1,208	1,318
Overall Total	3,932	4,193	4,711	4,781	4,891
In Year TP savings	192	261	518	70	110

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 2019-2024, improving:

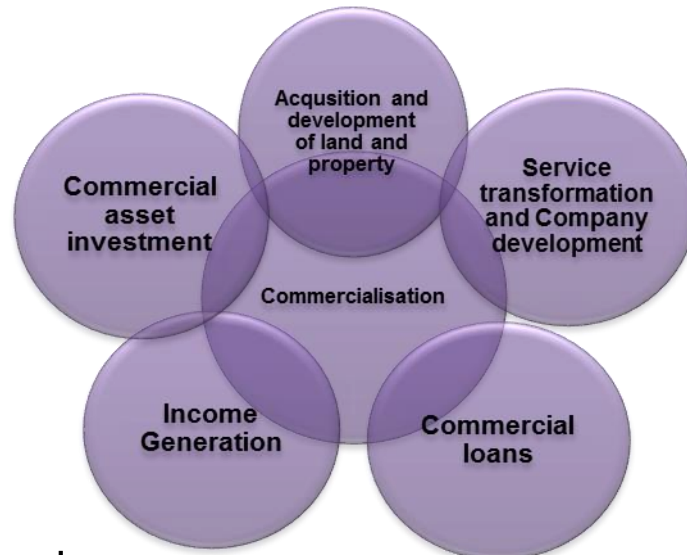
1. Quality of Life
2. Efficiency Services
3. Sustainable Growth
4. The Environment

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:



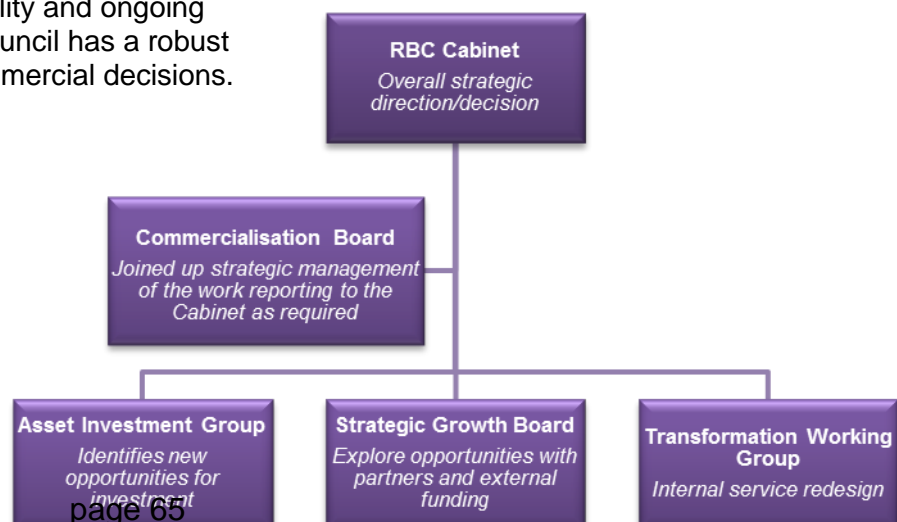
What we have already achieved

- 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
- 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.

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 a newly established Commercialisation Board empowering senior officers provide strategic leadership to the commercialisation agenda:



CAPITAL PROGRAMME 2020/21

Ref	Scheme	2020/21	2021/22	2022/23	2023/24	2024/25
		Indicative Estimate	Indicative Estimate	Indicative Estimate	Indicative Estimate	Indicative Estimate
		£000	£000	£000	£000	£000
	Transformation					
	Arena Car Park Enhancements	0	0	0	0	0
	Colliers Way Industrial Units	0	0	0	0	0
	Cotgrave Regeneration & MSC	0	0	0	0	0
	Cotgrave Regeneration PH II	0	0	0	0	0
1	Crematorium	4,800	0	0	0	0
	Industrial Units Moorbridge	0	0	0	0	0
	Fairham Pastures Loan	0	0	0	0	0
	Fairham Pastures Infrastructure	0	0	0	0	0
	The Point Enhancements	20	0	250	250	0
	RCCC Enhancements	0	0	0	0	0
	New Depot	0	0	0	0	0
	Manvers Business Park - Roof Refurbishment	0	0	0	0	0
2	Bingham Leisure Hub (£25m)	10,000	5,000	0	0	0
	Compton Acres Water Course	60	150	0	0	0
	Manvers Business Park - Roller Shutters	0	0	0	0	0
	Manvers Business Park - Car Park Surface/Drainage	0	0	0	0	0
	Colliers BP - Car Park Surface/Drainage	0	0	0	0	0
	Bridgford Pk Toilets Refurbishment	0	0	0	0	0
3	Bingham Mkt Place Enhancements	75	0	0	0	0
	Park Cottage Fabric Upgrade	0	0	0	0	90
	Walkers Yard 1a/b	0	0	0	0	60
	Keyworth Cemetery	0	0	0	20	0
	Transport Safety Infrastructure	0	0	0	0	0

		Sub total	14,955	5,150	250	270	150
	Neighbourhoods						
	Wheeled Bins		0	0	0	0	0
4	Vehicle Replacement		612	612	282	850	1,055
	Support for Registered Housing Providers		216	0	0	0	0
	Hound Lodge - Access Control System		0	0	0	0	0
	Hound Lodge - Annexe Patio Doors		35	0	0	0	0
	Hound Lodge - roof refurbishment/rewire		0	0	150	0	75
	Assistive Technology		12	12	12	12	12
	Discretionary Top Ups		57	57	57	57	57
	Disabled Facilities Grants		490	490	490	490	490
5	Arena Reception and Corridor Floor Upgrade		0	75	0	0	0
	Bowls Hall Replacement Furniture		15	0	0	0	0
	BLC Improvements		0	0	0	0	0
	CLC Pool and Plant Enhancements		0	0	15	200	150
6	CLC - Changing Village Refurb		0	300	0	0	0
7	CLC - Refurb Roofs to Sports Hall and Pool Hall		0	150	0	0	0
	KLC - Plant and Lighting Enhancements		0	0	170	0	0
8	KLC - Refurb Pool Hall and Changing Village		0	250	0	0	0
	KLC - Refurb Pitched/Flat Roof Areas		220	0	0	0	0
	Arena Enhancements		0	0	0	0	0
	Car Park Resurfacing		0	0	0	0	0
	Car Park Improvements - Lighting Other		0	0	0	0	0
	Car Park Improvements - Lighting West Bridgford		0	0	0	0	0
	Sub total		1,657	1,946	1,176	1,609	1,839
	Communities						
	Capital Grant Funding		0	0	0	0	0
9	VE 75th Commemoration		20	0	0	0	0
10	Play Areas W.B. - Special Expense		50	50	50	50	50
	The Hook Play Area		0	0	0	0	0

	The Hook Skatepark	0	0	0	0	0
	West Park Fencing and Drainage	0	0	0	0	0
	West Park Lighting	0	0	0	0	0
	West Park Public Toilet Upgrade	0	0	0	0	0
11	West Park Julien Cahn Pavilion Special Expense	0	75	0	0	0
12,13	Gresham Sports Pitches/Pavilion	1,000	100	25	0	0
14	Gresham Pavilion - Upgrade 3G Pitch Lighting	35	0	0	0	0
	Rushcliffe CP - Buildings Enhancements	0	0	0	0	0
	Rushcliffe CP - Vehicle Access Controls	0	0	0	0	0
	Rushcliffe CP - Front Footpath Imps	15	0	0	0	0
15	Rushcliffe CP - Skatepark	220	0	0	0	0
16	Rushcliffe CP - Visitor Centre	250	0	0	0	0
17	Lutterell Hall Special Expense	50	225	0	0	0
	Skateboard Parks	0	0	0	0	0
	Arena Public Art	0	0	0	0	0
18	Gamston Community Hall Special Expense	45	70	0	50	40
19	Extnl Door/Window Upgrades Various Sites	0	50	0	0	0
	Warm Homes on Prescription	54	54	54	54	54
	Sub total	1,739	624	129	154	144
	Finance and Corporate Services					
20	Information Systems Strategy	335	280	230	230	230
	NCCC Loan	0	0	0	0	0
21	Streetwise Loan	150	150	150	150	150
	Asset Investment Strategy	0	0	0	0	0
	Contingency	100	100	100	100	100
	Sub total	585	530	480	480	480
	PROGRAMME TOTAL	18,936	8,250	2,035	2,513	2,613

PROJECT APPRAISAL FORM

Project Name: The Crematorium	Cost Centre: 0684	Ref: 1
<p>Detailed Description: In November 2018, Cabinet approved the principle of providing a new crematorium on a site at Stragglethorpe to provide much needed additional community infrastructure to serve Rushcliffe residents.</p> <p>In December 2019 Cabinet approved purchase of a site and design and procurement of the crematorium. The land purchase and procurement is estimated to take up to 9 months with a further 12 month build period resulting in the new facility opening late 2021 or early 2022.</p>		
Location: Stragglethorpe	Executive Manager: Transformation	
<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"> • Provide high quality community facilities which meet the needs of our residents and contribute towards the financial independence of the Council. • 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. • Reviewing our policies and ways of working to protect natural resources, and to implement environmentally beneficial infrastructure changes. 		
<p>Community Outcomes:</p> <ul style="list-style-type: none"> • To provide additional community infrastructure resulting in additional capacity in the Borough alongside the existing Crematorium at Wilford Hill. • 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. • The designs for the crematorium will include carbon offsetting and energy efficiency measures as far as is practicable in line with the Council's commitment to become carbon neutral. 		
<p>Other Options Rejected and Why:</p> <p>The Council could leave the delivery of a new crematorium in the Borough to the wider market. This option would not provide a revenue return to the Council which could be used to contribute to other community infrastructure projects and would reduce Council influence on the design and operation of the facility. Feedback from local residents and businesses following the granting of planning permission has been that they would prefer this to be a Council run facility. Therefore, this option is not currently recommended.</p>		
Start Date:		Completion Date:
Capital Cost (Total) :	Previous Year	Year 1:20/21 Year 2:21/22

£6,500,000	£1,700,000	£4,800,000	
Capital Cost (Breakdown) £: 6,500,000			
Works £5,225,000	Equipment	Other £1,275,000 land	Fees
Additional Revenue cost/(saving)per annum:	Year 1: 20/21 Nil	Year 2: 21/22 Nil	
Year 3: 22/23 (£257,000)	Year 4: 23/24 (£302,000)	Year 5: 24/25 (£349,000)	
Proposed Funding			
External: £2,950,000 Borrowing – internal or external		Internal: £3,550,000 Capital Receipts	

Useful Economic Life (years): 50 years	New/Replacement: New
Depreciation per annum: £130,000	Capital Financing Costs: Principal and interest on borrowing of £2,950,000 is £162,000 p.a. Opportunity Cost in the form of lost interest on the use of Capital Receipts £26,625p.a.
Residual Value: N/A	Category of Asset: Operational Land and Buildings/Investment Property

PROJECT APPRAISAL FORM

Project Name: Bingham Hub	Cost Centre: 0314	Ref: 2	
Detailed Description: To develop the Chapel Lane site in Bingham including a new leisure centre, community hall, and office space by 2022. This scheme is supported by the latest Cabinet report: 14 January 2020.			
Location: Bingham		Executive Manager: Transformation	
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"> • 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. • 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. • Reviewing our policies and ways of working to protect natural resources, and to implement environmentally beneficial infrastructure changes. 			
Community Outcomes: <ul style="list-style-type: none"> • To provide modern, high-quality leisure and community facilities, as well as employment opportunities to the growing population in the east of our Borough. • Enhanced opportunities for residents to lead healthy lifestyles through physical activity and social events • Providing a facility to host competitive swimming club events as an integral part of the Rushcliffe portfolio of swimming pools • Addressing the identified community need for a community hall in Bingham capable of hosting large events and stage performances • Ensuring we are maximising our property holdings and aligning them with the needs of our residents. Properties may be held for operational purposes, for community use, or for investment purposes. • Meeting the needs of and supporting local small business providing space for them to start up and grow. 			
Other Options Rejected and Why: A revised specification alternative design could be developed, however this would require an amendment to the planning submission, would lead to increased costs and delay project delivery. The proposed designs cater for a range of community, leisure and business needs, whilst minimising carbon emissions and are within the budget allocated for the project.			
Start Date:		Completion Date:	
Capital Cost (Total) :	Previous Year	Year 1:20/21	Year 2:21/22
£20,000,000	£5,000,000	£10,000,000	£5,000,000

Capital Cost (Breakdown) £:			
Works £17,800,000	Equipment £750,000	Other £350,000	Fees £1,100,000
Additional Revenue cost/(saving)per annum:	Year 1: 20/21 (£33,000)	Year 2: 21/22 (£110,000)	
Year 3: 22/23 (£318,000)	Year 4: 23/24 (£353,000)	Year 5: 24/25 (£416,000)	
Proposed Funding			
External: £7,000,000 Borrowing – internal or external; £750,000 GDF grant; £2,800,000 S106 Developer Contributions		Internal: £9,450,000 Capital Receipts	

Useful Economic Life (years): 50 years	New/Replacement: New
Depreciation per annum: £400,000	Capital Financing Costs: Principal and interest on borrowing £7m = £385,000 Opportunity Cost in the form of lost interest on the use of Capital Receipts £70,875 p.a.
Residual Value: N/A	Category of Asset: Operational Land and Buildings and Investment Property

PROJECT APPRAISAL FORM

Project Name: Bingham Market Place – Buttercross		Cost Centre: 0379	Ref: 3
Detailed Description: The Buttercross/Market Cross on Bingham’s market place is a Grade II listed structure. To maintain the structure in a sound and safe condition, an overhaul of the roof and supporting fabric is required by specialist contractors.			
Location: Bingham Market Place		Executive Manager: Transformation	
Contribution to the Council’s aims and objectives: Corporate Priorities: <ul style="list-style-type: none"> • Quality of Life • Sustainable Growth • The Environment Strategic Commitments: <ul style="list-style-type: none"> • 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. • Reviewing our policies and ways of working to protect natural resources, and to implement environmentally beneficial infrastructure changes. 			
Community Outcomes: <ul style="list-style-type: none"> • To ensure the provision of high quality community facilities which meet community need. 			
Other Options Rejected and Why: Doing nothing would put the structure and public at increased risk (roof slate fixings are beginning to fail) and potentially give rise to higher costs as deterioration accelerates.			
Start Date:		Completion Date:	
Capital Cost (Total) :	Year 1:20/21	Year 2: 21/22	
£75,000	£75,000		
Capital Cost (Breakdown) £:			
Works £71,000	Equipment	Other	Fees £4,000
Additional Revenue cost/ (saving) per annum:	Year 1: 20/21		Year 2: 21/22
Year 3: 22/23	Year 4: 23/24		Year 5: 24/25
Proposed Funding			
External:		Internal: Capital Receipts	
Useful Economic Life (years): 30		New/Replacement: Replacement	
Depreciation per annum: £2,500		Capital Financing Costs: £560 p.a.	
Residual Value: N/A		Category of Asset: Community Asset	

PROJECT APPRAISAL FORM

Project Name: Vehicle Replacement	Cost Centre: 0680	Ref: 4
<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. Going forward low carbon use vehicles will be purchased, likely to have further cost implications.</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. • Respond to any proposals from the Resources and Waste Strategy for England. • 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 <p>The replacement of vehicles is critical to the performance of the front line services. Regular vehicle and plant replacement with new updated engines helps to meet climate change and national indicator targets for emissions and helps maintain a cleaner air quality within the Borough.</p>		
<p>Community Outcomes:</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>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:-</p> <ol style="list-style-type: none"> 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. <p>Not being tied in to lengthy lease/hire contracts means the service can react and adapt to change quickly.</p>		

The Council now actively looks at the possible purchase of 2 nd hand vehicles and will refurbish vehicles to extend their life and value.			
Start Date: Ongoing		Completion Date:	
Capital Cost (Total) :	Year 1: 20/21	Year 2: 21/22	
£1,224,000 (2 years)	£612,000	£612,000	
Capital Cost (Breakdown)			
Works £0	Equipment £1,224,000	Other £0	Fees £0
Additional Revenue cost/ (saving) per annum:	Year 1: 20/21 £0	Year 2: 21/22 £0	
Year 3: 22/23 £0	Year 4: 23/24 £0	Year 5: 24/25 £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 be need to be considered for the budget year 2021/22.			
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: £4,590 year 1	
Residual Value: Various		Category of Asset: Vehicle and Plant	

PROJECT APPRAISAL FORM

Project Name: Rushcliffe Arena – Leisure Centre Reception and Corridor Floor Upgrade	Cost Centre: 0425	Ref: 5
Detailed Description: The finish to these areas of floor is a self-levelling cementitious screed with a clear seal. At building handover in 2016 a number of defects were identified with the screed which included stress cracking and discolouration. Wholesale replacement was discounted due to the disruption and instead a financial penalty was imposed on the contractor. A period of monitoring has confirmed that little or no further movement is occurring and the screed is sufficiently stable to receive an applied covering in phased approach.		
Location: The Arena	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. • Responsible income generation to facilitate the delivery of services. • 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 choices. 		
Other Options Rejected and Why: Not doing the phased upgrade work would mean 'living with' the obvious defects in the screed finish which are visually unattractive. The cracking in the screed has been filled to prevent moisture entry but this has highlighted the defects.		
Start Date:		Completion Date:
Capital Cost (Total) :	Year 1:20/21	Year 2: 21/22
£75,000		£75,000
Capital Cost (Breakdown) £:		
Works £70,000	Equipment	Other
		Fees £5,000
Additional Revenue cost/ (saving) per annum:	Year 1: 19/20	Year 2: 20/21
Year 3: 21/22	Year 4: 22/23	Year 5: 23/24
Proposed Funding		
External:		Internal: Capital Receipts
Useful Economic Life (years): 10		New/Replacement: Replacement
Depreciation per annum: £7,500		Capital Financing Costs: £560 p.a.
Residual Value: N/A		Category of Asset: Operational Land and Buildings

PROJECT APPRAISAL FORM

Project Name: Cotgrave Leisure Centre - Changing Village Refurb		Cost Centre: 0402	Ref: 6
Detailed Description: The changing village areas (fixtures/fittings/finishes) are at least 20 years old and as well as looking visually tired, they are also increasingly difficult to maintain in a clean and safe condition. Refurbishment will improve appearance and customer experience, and hopefully reduce the building's energy and water consumption. Refurb will include floor, wall and ceiling finishes; replacement of cubicle partitioning systems and associated mech. and elec. fittings.			
Location: Cotgrave Leisure Centre		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. 			
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.			
Start Date:		Completion Date:	
Capital Cost (Total) :	Year 1: 20/21	Year 2: 21/22	
£300,000		£300,000	
Capital Cost (Breakdown) £:			
Works £270,000	Equipment	Other	Fees £30,000
Additional Revenue cost/(saving)per annum:	Year 1: 20/21		Year 2: 21/22
Year 3: 22/23	Year 4: 23/24		Year 5: 24/25
Proposed Funding			
External:		Internal: Capital Receipts	
Useful Economic Life (years): 15		New/Replacement: Replacement	
Depreciation per annum: £20,000		Capital Financing Costs: £2,250 p.a.	
Residual Value: N/A		Category of Asset: Operational Land & Buildings	

PROJECT APPRAISAL FORM

Project Name: Cotgrave Leisure Centre Refurbish Roofs to Sports Hall and Pool Hall		Cost Centre: 0423	Ref: 7
Detailed Description: The sheet roof covering to the sports hall is approx. 30 years old and requires attention – proposal is to apply a warranted liquid coating which will provide a 15/20 year guarantee. The pool hall roof coverings are in excess of 20 years old and although generally in fair condition, require local upgrade works to extend useful life.			
Location: Cotgrave Leisure Centre		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. 			
Other Options Rejected and Why: Do not carry out refurb works – this would result in further deterioration of the fabric and shortening of the life span of the roof covering to a point where wholesale replacement would become necessary. Visual impact of poorly maintained assets would reflect poorly on customer perception.			
Start Date:		Completion Date:	
Capital Cost (Total) :	Year 1:20/21	Year 2: 21/22	
£150,000		£150,000	
Capital Cost (Breakdown) £:			
Works £140,000	Equipment	Other	Fees £10,000
Additional Revenue cost/(saving)per annum:	Year 1: 20/21		Year 2: 21/22
Year 3: 22/23	Year 4: 23/24		Year 5: 24/25
Proposed Funding			
External:		Internal: Capital Receipts	
Useful Economic Life (years): 20		New/Replacement: Replacement	
Depreciation per annum: £7,500		Capital Financing Costs: £1,125 p.a.	
Residual Value: N/A		Category of Asset: Operational Land & Buildings	

PROJECT APPRAISAL FORM

Project Name: Keyworth Leisure Centre - Refurbish Pool Hall and Changing Village		Cost Centre: 0424	Ref: 8
Detailed Description: The pool hall and changing village areas (fixtures/fittings/finishes) are at least 20 years old and as well as looking visually tired they are also increasingly difficult to maintain in a clean and safe condition. Refurbishment will improve appearance and customer experience, and hopefully reduce the buildings energy and water consumption. Refurb will include floor, wall and ceiling finishes; replacement of cubicle partitioning systems and associated mech. and elec. fittings.			
Location: Keyworth Leisure Centre		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. 			
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.			
Start Date:		Completion Date:	
Capital Cost (Total) :	Year 1: 20/21	Year 2: 21/22	
£250,000		£250,000	
Capital Cost (Breakdown) £:			
Works £230,000	Equipment	Other	Fees £20,000
Additional Revenue cost/(saving)per annum:	Year 1: 20/21		Year 2: 21/22
Year 3: 22/23	Year 4: 23/24		Year 5: 24/25
Proposed Funding			
External:		Internal: Capital Receipts	

Useful Economic Life (years): 15	New/Replacement: Replacement
Depreciation per annum: £16,700	Capital Financing Costs: £1,875 p.a.
Residual Value: N/A	Category of Asset: Operational Land & Buildings

PROJECT APPRAISAL FORM

Project Name: VE 75 th Commemoration	Cost Centre: 0642	Ref: 9
Detailed Description: Development and delivery of a project to mark the 75 th anniversary of VE day commemorating the end of fighting in World War II. The final content of the project is still to be determined.		
Location: West Bridgford	Executive Manager: Communities	
Contribution to the Council's aims and objectives: Corporate Priorities: <ul style="list-style-type: none"> • Quality of Life • The Environment Strategic Commitments: <ul style="list-style-type: none"> • The action is in line with the Council's Armed Forces Covenant and Armed forces ERS Gold accreditation • Maximising our community leadership role for influence. 		
Community Outcomes: <ul style="list-style-type: none"> • To ensure that the commitment and sacrifice made by all those involved in safeguarding the nation is commemorated. • Working with the community to enhance and protect our environment. 		
Other Options Rejected and Why: The Council could decide not to undertake a physical capital project and commemorate VE day through promotion of appropriate events and educational information. However, this would have less of a legacy than the proposed project.		
Start Date:	Completion Date:	
Capital Cost (Total) :	Year 1: 20/21	Year 2: 21/22
£20,000	£20,000	
Capital Cost (Breakdown) £:20,000 to be determined		
Works	Equipment	Other
		Fees
Additional Revenue cost/ (saving) per annum:	Year 1: 20/21 £0	Year 2: 21/22 £0
Year 3: 22/23 £0	Year 4: 23/24 £0	Year 5: 24/25 £0
Proposed Funding		
External:	Internal: Capital Receipts	
Useful Economic Life (years): to be determined	New/Replacement: New	
Depreciation per annum: to be determined	Capital Financing Costs: £150 p.a.	
Residual Value: Nil	Category of Asset: to be determined	

PROJECT APPRAISAL FORM

Project Name: Play Areas W.B. (Special Expense)	Cost Centre: 0664	Ref: 10
Detailed Description: <p>The priority project for 2020/21 will be the existing bike track at the Boundary Road West Bridgford. This has been well used, however due to being constructed from timber it has come to the end of its useful life. There is ongoing deterioration which requires costly repair to keep the facility safe to use. The Facilities Manager has researched a replacement alternative to wood and the most appropriate proposed solution for a new facility is a sand and gravel subbase for the raised mounds with a crushed limestone wearing coarse similar to the successful provision at Rushcliffe Country Park.</p> <p>The new facility would be aimed at 5 to 12 age range with older teenagers and adults progressing to the larger scheme within Rushcliffe Country Park.</p> <p>Projects for 2021/22 will be assessed and prioritised.</p>		
Location: West Bridgford	Executive Manager: Communities	
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. • Delivering a scheme refurbishment identified within the Rushcliffe Play Strategy 		
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. • To provide a facility to engage with young people who may otherwise not take part in formal sports or physical activity. 		
Other Options Rejected and Why: <p>If the Boundary Road project was not progressed, the existing ramps would continue to need costly repair and will be decommissioned within the next few months.</p>		
Start Date: April 2020		Completion Date: March 2021
Capital Cost (Total) :	Year 1:20/21	Year 2: 21/22
£100,000	£50,000	£50,000
Capital Cost (Breakdown) £:		
Works £95,000	Equipment	Other
		Fees £5,000
Additional Revenue cost/ (saving) per annum:	Year 1: 20/21	Year 2: 21/22
Year 3: 22/23	Year 4: 23/24	Year 5: 24/25
Proposed Funding		

External:	Internal: Regeneration and Community Projects Reserve (Special Expense)
Useful Economic Life (years): 15	New/Replacement: Replacement
Depreciation per annum: £3,300	Capital Financing Costs: £375 p.a.
Residual Value: N/A	Category of Asset: Infrastructure/Equipment

PROJECT APPRAISAL FORM

Project Name: West Park Julien Cahn Pavilion – main hall floor refurb (Special Expense)		Cost Centre: 0320	Ref: 11
Detailed Description: The suspended timber floor to the main hall is at the end of its useful life and it is proposed that it be refurbished/upgraded to maintain the facilities operational performance and standards.			
Location: West Park		Executive Manager: Communities	
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. 			
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. In addition, areas of the stripwood boarding are wearing thin reducing physical integrity of the floor.			
Start Date:		Completion Date:	
Capital Cost (Total) :	Year 1:20/21	Year 2: 21/22	
£75,000		£75,000	
Capital Cost (Breakdown) £:			
Works £70,000	Equipment	Other	Fees £5,000
Additional Revenue cost/(saving)per annum:	Year 1: 20/21	Year 2: 21/22	
Year 3: 22/23	Year 4: 23/24	Year 5: 24/25	
Proposed Funding			
External:		Internal: Capital Receipts repayable by way of Special Expense annuity	

Useful Economic Life (years): 20	New/Replacement: Replacement
Depreciation per annum: £3,750	Capital Financing Costs: £560 p.a.
Residual Value: N/A	Category of Asset: Operational Land & Buildings

PROJECT APPRAISAL FORM

Project Name: Gresham Pitches	Cost Centre: 0280	Ref: 12
<p>Detailed Description:</p> <p>The Rushcliffe Playing Pitch Strategy and the Football Association Local Football Plan both identify Gresham Sports Park as a priority site to meet the demand for artificial grass pitch (AGP) provision in the West Bridgford Area. The project would consist of creating an additional AGP onsite in addition to the existing one and undertaking grass pitch improvements.</p> <p>An initial feasibility study has been commissioned through specialist consultants Labosport to determine the extent of any flood risk mitigation required and a capital cost estimate for the scheme. The report has been received which provides details of the constraints of the site and associated design specifications which will inform a grant application to the Football Foundation (who have pledged in principle support for this scheme) and future detailed tendering information.</p> <p>The outline scheme estimate is around £750,000 for the AGP which is in line with expectations. The grass pitch improvements and ancillary works is estimated at £250k. The Council has significant S106 planning gain allocations towards this site which means that it is expected that the project could progress without direct Council capital funding.</p> <p>The new AGP facilities would generate an additional revenue stream of around £40k per annum and the grass pitch improvements would reduce the amount of games lost to being unplayable.</p>		
Location: Gresham Wilford Lane	Executive Manager: Communities	
<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>Other Options Rejected and Why:</p> <p>If this project was not progressed the need for an additional AGP to serve the needs of Rushcliffe residents would remain unmet as the site is of strategic importance and it would increase the pressure on existing facilities as housing growth within the area is delivered. The £785k section 106 contributions towards this development would need to be returned to the developers if the scheme was not to come forward.</p>		
Start Date: Spring 2021		Completion Date: Autumn 2021
Capital Cost (Total) :	Year 1:20/21	Year 2: 21/22
£1,000,000	£1,000,000	
<p>Capital Cost (Breakdown) £: 750k for AGP and £250k (estimate) of grass pitch improvements and ancillary works</p>		

Additional Revenue cost/(saving)per annum:	Year 1: 20/21	Year 2: 21/22
Year 3: 22/23	Year 4: 23/24	Year 5: 24/25
Proposed Funding		
External: Up to £785k available from S106 Developer Contributions; £500k Football Association grant bid. This totals £1.285m and can support expenditure over the £1m contained in the programme if detailed costings come in higher.		Internal: No impact anticipated on RBC own capital resources.

Useful Economic Life (years): 25	New/Replacement : New and replacement
Depreciation per annum: £40,000	Capital Financing Costs: Nil as fully funded
Residual Value: N/A	Category of Asset: Operational Land & Buildings

PROJECT APPRAISAL FORM

Project Name: Gresham Sports Pavilion	Cost Centre: 0347	Ref: 13
Detailed Description: General refurbishment of facility including wholesale internal/external redecoration; targeted replacement vinyl floor coverings; upgrade to lighting; remedial works to suspended ceilings etc.		
Location: Gresham Wilford Lane	Executive Manager: Communities	
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. 		
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.		
Start Date:		Completion Date:
Capital Cost (Total) :	Year 1: 20/21	Year 2: 21/22
£100,000		£100,000
Capital Cost (Breakdown) £:		
Works £90,000	Equipment	Other
		Fees £10,000
Additional Revenue cost/(saving)per annum:	Year 1: 20/21	Year 2: 21/22
Year 3: 22/23	Year 4: 23/24	Year 5: 24/25
Proposed Funding		
External:		Internal: £100k Capital Receipts
Useful Economic Life (years): 15		New/Replacement: Replacement
Depreciation per annum: £6,700		Capital Financing Costs: £750 p.a.
Residual Value: N/A		Category of Asset: Operational Land & Buildings

PROJECT APPRAISAL FORM

Project Name: Gresham Pavilion - Upgrade 3G Pitch Lighting		Cost Centre: 0324	Ref: 14
Detailed Description: The existing pitch lighting is 10 years old and the light fittings and control gear are becoming increasingly unreliable and are expensive to maintain. It is proposed to replace this equipment with modern LED lighting units which will ensure that required lighting levels/performance are achieved whilst reducing energy consumption.			
Location: Gresham		Executive Manager: Communities	
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. • Comply with our Carbon Management Plan. 			
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. • Reducing energy consumption in line with our Carbon Management Plan. 			
Other Options Rejected and Why: Do not upgrade the lighting systems – this would potentially put at risk operational performance of the facility, increase maintenance costs, reduce customer perception/satisfaction and miss an opportunity to reduce year on year revenue running costs.			
Start Date:		Completion Date:	
Capital Cost (Total) :	Year 1:20/21	Year 2: 21/22	
£35,000	£35,000		
Capital Cost (Breakdown) £:			
Works	Equipment £33,000	Other	Fees £2,000
Additional Revenue cost/ (saving) per annum:	Year 1: 20/21 Not quantifiable at this stage, but should see revenue spend on electricity consumption and reactive repair work reduce.	Year 2: 21/22 As 20/21	
Year 3: 22/23 As 20/21	Year 4: 23/24 As 20/21	Year 5: 24/25 As 20/21	
Proposed Funding			
External:		Internal: Capital Receipts	

Useful Economic Life (years): 10	New/Replacement: Replacement
Depreciation per annum: £3,500	Capital Financing Costs: £260 p.a.
Residual Value: N/A	Category of Asset: Plant/Equipment

PROJECT APPRAISAL FORM

Project Name: Rushcliffe Country Park Skatepark	Cost Centre: 0672	Ref: 15
Detailed Description: <p>The existing skate-park at the Country park is well used, however due to being constructed from timber there is ongoing deterioration which requires costly repair to keep the facility safe to use. One ramp was removed during 2019 due to the extent of deterioration of the surface and sub-frame. The Rushcliffe Playing Pitch Strategy highlights the priority to replace existing timber skate-parks across Rushcliffe with concrete skate-parks which are much more sustainable from a user and maintenance perspective. To facilitate this strategic approach, the Council set up a Skatepark grant fund from which £110k has been earmarked for this project (subject to final bid approval in early 2020).</p> <p>User group consultation work has been commissioned through Skate Nottingham (social enterprise who supported the development of the Hook Skatepark) to inform the project brief prior to tender.</p>		
Location: Ruddington	Executive Manager: Communities	
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. • Delivering a priority identified within the Rushcliffe Playing Pitch Strategy 		
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. • To provide a facility to engage with young people who may otherwise not take part in formal team sports based physical activity 		
Other Options Rejected and Why: If this project was not progressed the existing skate-park ramps would continue to need costly repair and would be likely to be decommissioned within the next few years.		
Start Date: April 2020		Completion Date: March 2021
Capital Cost (Total) :	Year 1:20/21	Year 2: 21/22
£220,000	£220,000	
Capital Cost (Breakdown) £:		
Works £210,000	Equipment	Other
		Fees £10,000
Additional Revenue cost/ (saving) per annum:	Year 1: 20/21	Year 2: 21/22
Year 3: 22/23	Year 4: 23/24	Year 5: 24/25

Proposed Funding	
External:	Internal: Capital Receipts
Useful Economic Life (years): 20	New/Replacement: Replacement
Depreciation per annum: £11,000	Capital Financing Costs: £1,650 p.a.
Residual Value: N/A	Category of Asset: Infrastructure

PROJECT APPRAISAL FORM

Project Name: Rushcliffe Country Park Visitor Centre	Cost Centre: 0504	Ref: 16	
Detailed Description:			
<p>The visitor centre facilities at Rushcliffe Country Park are dated and require an upgrade to meet the needs of visitors, staff and the regular volunteer workforce. A recent feasibility study for a major new café facility established that this was not seen as financially justifiable, therefore further feasibility work is required to determine low cost facility improvements that could improve the following – catering, energy efficiency, office environment and dedicated indoor space for the friends of RCP group. The friends group have some funding that may be available to enhance this project to meet their needs. The priority early in 2020/21 is to undertake further feasibility work to determine the scope of the scheme to be delivered.</p>			
Location: Ruddington		Executive Manager: Communities	
Contribution to the Council's aims and objectives:			
Corporate Priorities:			
<ul style="list-style-type: none"> • The Environment • Quality of Life • Efficient Services 			
Strategic Commitments:			
<ul style="list-style-type: none"> • Implementing environmentally beneficial infrastructure changes • Working to achieve a carbon neutral status for the Council's operations • 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. • Ongoing appraisal and alignment of resources linked to growth aspirations. 			
Community Outcomes:			
<ul style="list-style-type: none"> • Maximising our community leadership role to influence the behaviours of partners, businesses and our residents • To ensure the provision of high quality community facilities which meet community need. • To protect our residents' health and facilitate healthier lifestyle choice. 			
Other Options Rejected and Why:			
<p>The Council could decide not to improve facilities at this award winning site. This would not address residents strongly stated desire (as identified through a 1,000 response survey in the previous feasibility study) for improved catering at this site and could lead to disillusionment of the volunteer friends group. Furthermore, over the longer term it could lead to loss of Green Flag status and associated reputational impact.</p>			
Start Date:		Completion Date:	
Capital Cost (Total) :	Year 1:20/21	Year 2: 21/22	
£250,000	£250,000		
Capital Cost (Breakdown) £: to be determined			
Works	Equipment	Other	Fees
Additional Revenue cost/ (saving) per annum:	Year 1: 20/21		Year 2: 21/22

Year 3: 22/23	Year 4: 23/24	Year 5: 24/25
Proposed Funding		
External:		Internal: Capital Receipts

Useful Economic Life (years): to be determined	New/Replacement: to be determined
Depreciation per annum: to be determined	Capital Financing Costs: £1,875 p.a.
Residual Value: N/A	Category of Asset: to be determined

PROJECT APPRAISAL FORM

Project Name: Lutterell Hall Enhancements (Special Expense)		Cost Centre: 0326	Ref: 17
Detailed Description: Refurb/upgrade works are proposed to the kitchens and customer toilets in 2020/21 – the kitchen/toilet fixtures and fittings are approx. 10 years old and approaching the end of their useful life - replacement will maintain operational standards and performance. Refurbishment of the main hall floor and tiled covering to the pitched roof areas is planned for 2021/22 – the suspended timber floor to the main hall is at the end of its useful life and it is proposed that it be refurbished/ upgraded to maintain the facilities operational performance and standards. Similarly, the plain tile coverings to the main roof areas are estimated to be 90 years old and at the end of their useful life. Replacement with a sympathetic tiled covering is proposed which will extend roof life for decades to come. Opportunities to improve thermal efficiency will also be explored as part of these works.			
Location: West Bridgford		Executive Manager: Communities	
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. 			
Other Options Rejected and Why: Doing nothing would put at risk the operational performance and efficiency of the facility and risk further deterioration of the building fabric, these issues in turn would potentially increase revenue operating costs and also impact customer experience/satisfaction. The opportunity to potentially improve the buildings energy efficiency would also be missed.			
Start Date:		Completion Date:	
Capital Cost (Total) :	Year 1:20/21	Year 2: 21/22	
£275,000	£50,000	£225,000	
Capital Cost (Breakdown) £:			
Works £248,000	Equipment	Other	Fees £27,000
Additional Revenue cost/ (saving) per annum:	Year 1: 20/21		Year 2: 21/22
Year 3: 22/23	Year 4: 23/24		Year 5: 24/25
Proposed Funding			
External:		Internal: Capital Receipts repayable by Special Expense annuity	

Useful Economic Life (years): Kitchen/Toilets 10 Floor/Roof 40	New/Replacement: Replacement
Depreciation per annum: Kitchen/Toilets £5,000 Floor/Roof £5,625	Capital Financing Costs: £2,060 p.a. on total outlay
Residual Value: N/A	Category of Asset: Operational Land and Buildings

PROJECT APPRAISAL FORM

Project Name: Gamston Community Hall Enhancements (Special Expense)		Cost Centre: 0317	Ref: 18
Detailed Description: Refurb/upgrade works are proposed to the customer toilets in 2020/21 – the toilet fixtures and fittings are approx. 20 years old and approaching the end of their useful life - replacement will maintain operational standards and performance. Refurbishment of the main hall floor finish is planned for 2021/22 – the traditional Granwood floor finish is over 20 years old, has localised defects and approaching the end of its useful life. Replacement with a modern finish will improve customer experience and hopefully reduce life cycle cleaning/maintenance.			
Location: Gamston		Executive Manager: Communities	
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. 			
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, potentially reduce revenue income.			
Start Date:		Completion Date:	
Capital Cost (Total) :	Year 1:20/21	Year 2: 21/22	
£115,000	£45,000	£70,000	
Capital Cost (Breakdown) £:			
Works £100,000	Equipment	Other	Fees £15,000
Additional Revenue cost/ (saving) per annum:	Year 1: 20/21		Year 2: 21/22
Year 3: 22/23	Year 4: 23/24		Year 5: 24/25
Proposed Funding			
External:		Internal: Capital Receipts repayable by way of Special Expense annuity	

Useful Economic Life (years): Toilets 10 Floor 20	New/Replacement: Replacement
Depreciation per annum: Toilets £4,500 Floor £3,500	Capital Financing Costs: £860 p.a. on total outlay
Residual Value: N/A	Category of Asset: Operational Land and Buildings

PROJECT APPRAISAL FORM

Project Name: External Doors and Window Upgrades Various Sites (some will be Special Expenses)	Cost Centre: 0505	Ref: 19
Detailed Description: External windows and doors at several sites including buildings at the Rushcliffe Country Park, Gamston Community Centre and Julien Cahn Pavilion are beyond economic repair and require replacement/upgrading.		
Location: Various	Executive Manager: Communities	
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. 		
Other Options Rejected and Why: Do not carry out the replacement/upgrade works - this would potentially put at risk operational performance/safety of the facility (some are fire doors), increase day to day maintenance costs, reduce customer perception/satisfaction and an opportunity to improve thermal performance would be missed.		
Start Date:		Completion Date:
Capital Cost (Total) :	Year 1:20/21	Year 2: 21/22
£50,000		£50,000
Capital Cost (Breakdown) £:		
Works £46,000	Equipment	Other
		Fees £4,000
Additional Revenue cost/ (saving) per annum:	Year 1: 20/21	Year 2: 21/22
Year 3: 22/23	Year 4: 23/24	Year 5: 24/25
Proposed Funding		
External:	Internal: Capital Receipts repayable by Special Expense annuity where appropriate	
Useful Economic Life (years): 15	New/Replacement: Replacement	
Depreciation per annum: £3,300	Capital Financing Costs: £375 p.a.	
Residual Value: N/A	Category of Asset: Operational Land and Buildings	

PROJECT APPRAISAL FORM

Project Name: Information Systems Strategy	Cost Centre: 0596	Ref: 20
<p>Detailed Description: The ICT Strategy 2017 to 2021 agreed on 12th September 2017 is an emerging ICT Strategy that embraces the wider ICT partnership established in July 2011 between Rushcliffe Borough Council, Broxtowe Borough Council and Newark and Sherwood District Council. While the strategy contains broad strategic objectives along with the rationale behind those objectives, including the benefits and deliverables that will be achieved it does not set out to provide a strict formula or action plan dictating the approach. An emerging strategy will therefore exist enabling an agile approach to operational delivery, taking advantage of new proven developments and partnership opportunities. The ICT Technical Delivery Plan details all technical projects, and the schedule for implementation, during the lifetime of the ICT Strategy.</p>		
Location: Rushcliffe Arena	Executive Manager: Finance and Corporate	
<p>Contribution to the Council's aims and objectives: Corporate Priorities:</p> <ul style="list-style-type: none"> • Efficient Services <p>Strategic Commitments:</p> <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 		
<p>Community Outcomes:</p> <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 enabling 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 channel shift 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, 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). 		

Other Options Rejected and Why: Every project is the subject of a business case to be presented to, and approved by, the Executive Management Team (EMT) in order to ensure that the most appropriate IT solution is chosen, having due regard to the alignment of technologies across the partnership, value for money and resilience. The option of not doing so would lead to out dated or incompatible technology which would result in lower performance, higher maintenance costs and hinder the drive for greater efficiencies.			
Start Date: On-going		Completion Date: On-going	
Capital Cost (Total) :	Year 1:20/21	Year 2: 20/21	
£615,000 (2 years)	£335,000	£280,000	
Capital Cost (Breakdown): To be determined			
Works	Equipment	Other	Fees
Additional Revenue cost/ (saving) per annum:	Year 1: 20/21	Year 2: 21/22	
Proposed Funding			
External: N/A		Internal: Capital Receipts	

Useful Economic Life (years): 3	New/Replacement: New and Replacement
Depreciation per annum: £112,000 year 1	Capital Financing Costs: £2,510 year 1
Residual Value: Nil	Category of Asset: Intangible Assets and Equipment

PROJECT APPRAISAL FORM

Project Name: Streetwise Loan	Cost Centre: 0656	Ref: 21
Detailed Description: This 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 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. 		
Community Outcomes: <ul style="list-style-type: none"> • To ensure that we have an integrated and strategic approach to how we provide our services. 		
Other Options Rejected and Why: Offering the loan from ourselves 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 1:20/21	Year 2: 21/22
£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: 20/21 (£5,800)	Year 2: 21/22 (£9,900)
Year 3: 22/23 (£6,700)	Year 4: 23/24 (£3,600)	Year 5: 24/25 (£1,000)
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

CAPITAL AND INVESTMENT STRATEGY 2020/21 – 2024/25

Introduction

1. The Local Government Act 2003 requires the Council to comply with the CIPFA Prudential Code for Capital Finance in Local Authorities when carrying out capital and treasury management activities.
2. The Department for Communities and Local Government (CLG) issued revised Guidance on Local Authority Investments in February last year 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 MHCLG Guidance.

The Capital Strategy

4. The Council's capital expenditure plans are summarised below and forms the first of the prudential indicators. Capital expenditure needs to have regard to:
 - Corporate objectives (e.g. strategic planning);
 - Stewardship of assets (e.g. asset management planning);
 - Value for money (e.g. option appraisal);
 - Prudence and sustainability (e.g. implications for external borrowing and whole life costing);
 - Affordability (e.g. implications for council tax); and
 - Practicability (e.g. the achievability of the Corporate Plan)
5. Each year the Council will produce a Capital Programme to be approved by Full Council in March as part of the Council Tax setting.
6. Each scheme is supported by a detailed appraisal (which may also be a Cabinet Report), as set out in the Council's Financial Regulations. The capital appraisals will address the following:
 - a) A detailed description of the project;
 - b) How the project contributes to the Council's aims and objectives;
 - c) Anticipated outcomes;
 - d) A consideration of alternative solutions;
 - e) An estimate of the capital costs and sources of funding;
 - f) An estimate of the revenue implications, including any savings and/or future income generation potential;
 - g) 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.

7. 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

8. 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

	2019/20 Original £'000	2019/20 Revised £'000	2020/21 Estimate £'000	2021/22 Estimate £'000	2022/23 Estimate £'000	2023/24 Estimate £'000	2024/25 Estimate £'000
Capital Expenditure	16,506	25,230	18,936	8,250	2,035	2,513	2,613
Less Financed by:							
Capital Receipts	4,414	8,564	14,922	3,076	1,122	1,600	1,800
Capital Grants/ Contributions	2,439	2,152	2,428	2,726	613	613	613
Reserves	50	481	70	50	300	300	200
Underlying need to Borrow	9,603	14,033	1,516	2,398	-	-	-

9. 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 what is the future of New Homes Bonus (NHB) from 2020 given it will be subject to a consultation this summer. The legacy payments for previous years are anticipated to reduce by 1 year each year resulting in the NHB payments ceasing in 2023/24

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

10. The Capital Financing Requirement (CFR) represents the Council’s underlying need to borrow for capital expenditure. 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 MRP raised through Council Tax, as a result of financing requirements in relation to the Arena development, and in later years Bingham Leisure Hub.
11. 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 to avoid borrowing, sometimes known as internal borrowing.
12. The table below summarises the overall position with regard to borrowing and available investments and shows an increase in CFR reflecting the capital commitment on projects such as the crematorium and Bingham Hub

Table 2: CFR and Investment Resources

	2019/20 Projected £'000	2020/21 Forecast £'000	2021/22 Forecast £'000	2022/23 Forecast £'000	2023/24 Forecast £'000	2024/25 Forecast £'000
Opening CFR	8,300	15,067	21,849	23,173	21,926	20,679
CFR in year	7,767	7,782	2,398	-	-	-
Less: MRP etc	(1,000)	(1,000)	(1,074)	(1,247)	(1,247)	(1,247)
Closing CFR	15,067	21,849	23,173	21,926	20,679	19,432
Less: External Borrowing	-	(5,000)	(9,902)	(9,772)	(9,642)	(9,512)
Internal Borrowing	15,067	16,849	13,271	12,154	11,037	9,920
Less:						
Usable Reserves	(14,820)	(16,676)	(16,627)	(18,001)	(18,145)	(15,510)
Working Capital	(17,061)	(14,501)	(13,316)	(14,243)	(14,243)	(14,243)
Available for Investment(-)	(16,814)	(14,328)	(16,672)	(20,090)	(21,351)	(19,833)

13. The Council is currently debt free although there is an underlying assumption in the capital expenditure plans that the Council may need to externally borrow £5 million in both 2020-21 and 2021-22. 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.
14. The total amount borrowed will not exceed the authorised borrowing limit of £25m. The maximum period between borrowing and expenditure is expected to be 2 years, although the Authority is not required to link particular loans with particular items of expenditure.
15. CIPFA’s Prudential Code for Capital Finance in Local Authorities recommends that the Authority’s gross external debt should be lower than its highest forecast CFR over the next three years. Table 2 shows that the Authority expects to comply with this recommendation.

16. The new accounting standard IFRS16 comes into force on 1st April 2020. 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

17. Revised CLG 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.

Treasury Management Strategy 2020/21 to 2024/25

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

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

The code also covers non-cash investments which are covered at paragraph 65 below.

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 major external influence on the Authority’s treasury management strategy for 2020/21 will be the economic growth consequences of the UK’s exit from the European Union and the trading arrangements agreed with the EU and the rest of the world. Uncertainties over the future are weighing on growth.
22. Economic growth is projected to fall slightly to 1.1% over the coming year, owing to high uncertainties surrounding the outcome of Brexit negotiations. Unemployment remains low at 3.8% and is projected to reach 4.1% during 2020.
23. The current Bank of England base rate remains 0.75% and has been since 2 August 2018. The Bank of England is closely watching the British economy to see how it responds to Brexit. Link forecasts that rates will rise to 1.00% in 2020/21 however when estimating investment returns we have prudently assumed the rate to remain at 0.75% for the foreseeable future.
24. Inflation levels are expected to increase to 2.01% in 2020.
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

	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate	2024/25 Estimate
Anticipated Interest Rate (%)	1.87	1.87	1.87	1.87	1.87
Expected interest from investments (£)	293,800	311,900	389,900	442,200	438,800
Other interest (£)	83,000	78,000	74,000	70,000	64,000
Total Interest (£)	376,800	389,900	463,900	512,200	502,800

Sensitivity:	£	£	£	£	£
- 0.25% Interest Rate	(1,000)	(4,000)	(12,000)	(16,000)	(16,000)
+ 0.25% Interest Rate	1,000	4,000	12,000	16,000	16,000

26. As previously reported 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 2020/21 to 2024/25

Prudential Indicators for External Debt

28. Table 2 above identifies that the Council may need to externally borrow over the MTFS if it is not possible to internally borrow. This would result in borrowing costs. Possible levels of external borrowing are reflected in the figures.
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

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

	2019/20 Estimate £'000	2020/21 Estimate £'000	2021/22 Estimate £'000	2022/23 Estimate £'000	2023/24 Estimate £'000	2024/25 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. 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 as the Council is expected to borrow over the period of the MTFS.

Table 5: The Operational Boundary

	2019/20 Estimate £'000	2020/21 Estimate £'000	2021/22 Estimate £'000	2022/23 Estimate £'000	2023/24 Estimate £'000	2024/25 Estimate £'000
Operational Boundary	20,000	20,000	20,000	20,000	20,000	20,000

Prudential Indicators for Affordability

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

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

33. This indicator identifies the trend in net financing costs (borrowing costs less investment income) against net revenue income. The purpose of the indicator is to show how the proportion of net income used to pay for financing costs (a credit indicates interest earned rather than cost) is changing over time. The trend below is consistent with the fact that our treasury investments will decline initially due to non-treasury investments in Cotgrave Masterplan/Phase 2, Industrial units at Moorbridge, and other Asset Investment Strategy investments and capital commitments (Crematorium and Bingham Hub).

Table 6: Proportion of Financing Costs to Net Revenue Stream

	2019/20 Estimate	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate	2024/25 Estimate
General Fund	6.77%	6.01%	7.31%	8.58%	7.91%	8.07%

Investment Strategy 2019/20 to 2024/25

36. The movement in investments are due to increases in Capital Receipts related to Sharphill and S106 receipts as shown below.

Table 7: Investment Projections

	2019/20 Estimate	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate	2024/25 Estimate
Investments at 31 March	16,814	14,328	16,672	20,090	21,351	19,833

34. Both the CIPFA Code and the CLG Guidance require the Council to invest its funds prudently, and to have regard to the security and liquidity of its investments before seeking the highest rate of return. The Council's objective when investing money is to strike an appropriate balance between risk and return, minimising the risk of incurring losses from defaults and the risk of receiving unsuitable low investment income. Accordingly, the Council ensures that robust due diligence procedures cover all external investment.

35. 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 mission 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).
36. 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.
37. 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.

38. 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 new TM Advisors -see paragraph 60) even if they met the criteria above.
39. Changes to any of the above can be authorised by the Section 151 Officer or the Financial Services Manager 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.
40. The Authority may incur operational exposures, for example through 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.
41. 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.
42. 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.
43. 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

44. 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.
45. When deteriorating financial market conditions affect the creditworthiness 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

46. The Council uses its own processes to monitor cashflow 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.
47. 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

48. The CLG guidance defines specified investments as those:
 - Denominated in pound sterling,
 - Due to be repaid within 12 months of arrangements,
 - Not defined as capital expenditure by legislation, and
 - Invested with one of:
 - The UK Government
 - A UK local authority, parish council, or community council, or
 - A body or investment scheme of "high credit quality"

49. The Council now defines “high credit quality” organisations as those having a credit rating of A- and above.

Non-specified investments

50. 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

51. The Authority’s revenue reserves available to cover investment losses in a worst-case scenario are forecast to be £14.02 million on 31st March 2021. In order that no more than 40% of available reserves will be put at risk in the case of a single default, the maximum that will be lent to any one organisation (other than the UK Government) will be £10.0 million. 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	£25m in total

Treasury Management limits on activity

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

a) Interest Rate Exposures

53. 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

	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
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%

54. 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

55. 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 principle 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

	2019/20 Estimate £'000	2020/21 Estimate £'000	2021/22 Estimate £'000	2022/23 Estimate £'000	2023/24 Estimate £'000	2024/25 Estimate £'000
Limit on Principal invested over 1 year	8,400	7,200	8,300	10,000	10,700	9,900

Policy on the use of financial derivatives

56. 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).
57. 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 taken into account 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.
58. 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

59. During 2019/20 the Council held a competitive tender process and as a result has new Treasury Management Advisors. Link Asset Services have been appointed as the Council's treasury management advisors until 31st October 2022. The company provides a range of services which include:

- Technical support on treasury matters and capital finance issues
- Economic and interest rate analysis
- Generic investment advice on interest rates, timing and investment instruments; and
- Credit ratings/market information service comprising the three main credit rating agencies.

60. Whilst the treasury management advisors provide support to the internal treasury function, the current market rules and the CIPFA Treasury Management Code confirms that the final decision on treasury management matters rests with the Council. The service provided by the Council's treasury management advisors is subject to regular review.

Member and Officer Training

61. The increased member consideration of treasury management matters and the need to ensure that officers dealing with treasury management are trained and kept up to date requires a suitable training process for members and officers. In general, members training needs are reported through the Member Development Group, however, the Council will also specifically address this important issue by:

- Periodically facilitating workshops for members on finance issues;
- Interim reporting and advising members of Treasury issues via GSG;
- Identifying officer training needs on treasury management related issues through the Performance Development and Review appraisal process;

With regards to officers:

- Attendance at training events, seminars and workshops; and
- Support from the Council's treasury management advisors.

Other Options Considered

62. The CLG Guidance and the CIPFA Code do not prescribe any particular treasury management strategy for local authorities to adopt. The Executive Manager – 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

63. The definition of investments in CIPFA's definition of treasury management activities above (paragraph 20) 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. All investments require an appropriate investment management and risk management framework, which is outlined below.
64. The Council is committed to becoming self-sustainable as Central Government funding reduces. This includes ensuring that the Council maximises any income from existing assets and, where there is a business case, invests in assets where there is a commercial return. The Council is holding significant capital funding resources although going forward it may need to undertake borrowing. Current resources are invested with various financial institutions in line with the Treasury Management Strategy. However, other investments represent an opportunity to generate higher returns on these funds.
65. In recent years the Council identified specific sums for its Asset Investment Strategy (AIS) within the Capital Programme which has totalled £20m and includes commercial investment in areas such as investment in property and subsidiaries, or loans that support service outcomes.
66. The Council will maintain a summary of current material investments, subsidiaries, joint ventures and liabilities, including financial guarantees and the organisation's risk exposure. The current summary is included at Appendix (ii).
67. Individual commercial investment proposals included within the Asset Investment Strategy are subject to specific business appraisals. The governance surrounding such decisions is included in the AIS. As well as considering the Net Present Value, Internal Rate of Return and impact on the General Fund of any commercial investment proposals, the decision to invest also takes into account the following assessment matrix:

ASSESSMENT CRITERIA	Excellent / very good	Good	Satisfactory	Marginal	Uncertain
Tenancy strength	Multiple tenants with strong financial covenant	Single tenant with strong financial covenant	Single or multiple tenants with good financial covenant	Tenants with average financial covenant	Tenants with poor financial covenant strength
Lease length and break (for main tenants/income)	>15 years	11 - 15 years	10 - 8 years (10 year lease)	7 - 5 years (5 year break)	<5 years or vacant (break Dec 2021 &)
Rate of Return - % rent against capital	>8%	7%-8%	5%-7%	3%-5%	<3%
Portfolio mix (asset type is balanced in portfolio - no more than x% of)	<50%	50%-60%	>60%-70%	70%-80%	>80% of portfolio
Property Sector & Risk	Industrial (lower risk)	Office (lower-mid risk)	Warehouse Retail (med risk)	Retail, Leisure (higher risk)	Residential (not part of investment strategy)
Void (after Lease end including marketing, fit out and rent free)	0-9 months	9-12 months	12-18 months	18-24 months	>24 months
Location	Prime	Not prime but in established location	Secondary	Remote from other developments	Isolated, undeveloped area, limited infrastructure links
Tenure	Freehold	Lease >200 years	Lease 100 - 199 years	Lease 75 - 99 years	Lease <75 years
Repairing terms links to Building quality	Full repairing & insuring	Internal repairing 100% recoverable	Internal repairing partially recoverable	Internal repairing non recoverable	Landlord
Building Quality/Age	<10 years	10-20 years	21-30	31-35	>35
Rental Growth	within 1 year	within 2-5 years	within 5-7 years	within 7-10 years	>10 years
Purchase Price	<£2m	Between £2m and £3m	Between £3m and £4m	Between £4m and £7m	>£7m
Proximity to Borough	within Borough	within Nottinghamshire	within East Midlands	within the Midlands	National
Energy Rating (2018 legislation can't let with F/G assessment)	A/B	C	D	E	F/G

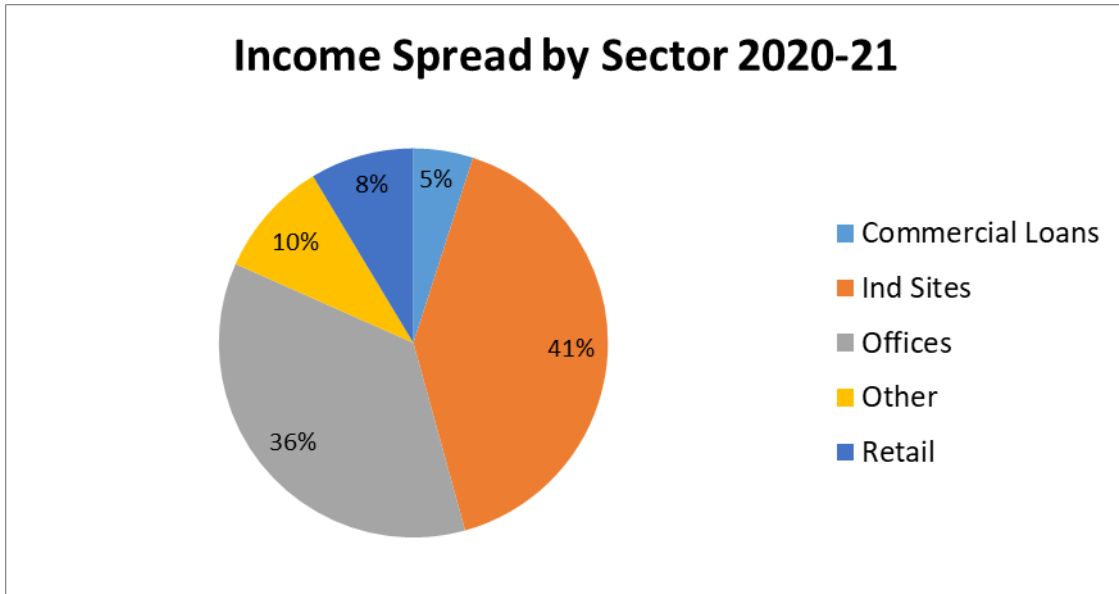
68. To be considered for investment 50% of the criteria above must be excellent, good or satisfactory.
69. The matrix above is supplemented by additional contextual information covering resale opportunities (liquidity), location, risks, benefits and economic conditions.
70. The Government has issued revised guidance on Local Government Investments, effective from April 2018. This guidance introduces additional disclosure requirements some of which are specific to investments of a commercial nature. These disclosures and indicators cover items included in the Council's Asset Investment Strategy, as well as pre-existing commercial investments and are detailed below:
- a. **Dependence on commercial income and contribution non-core investments make towards core functions**
71. The expected contributions from commercial investments included in the Asset Investment Strategy are shown in Table 13. In order 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

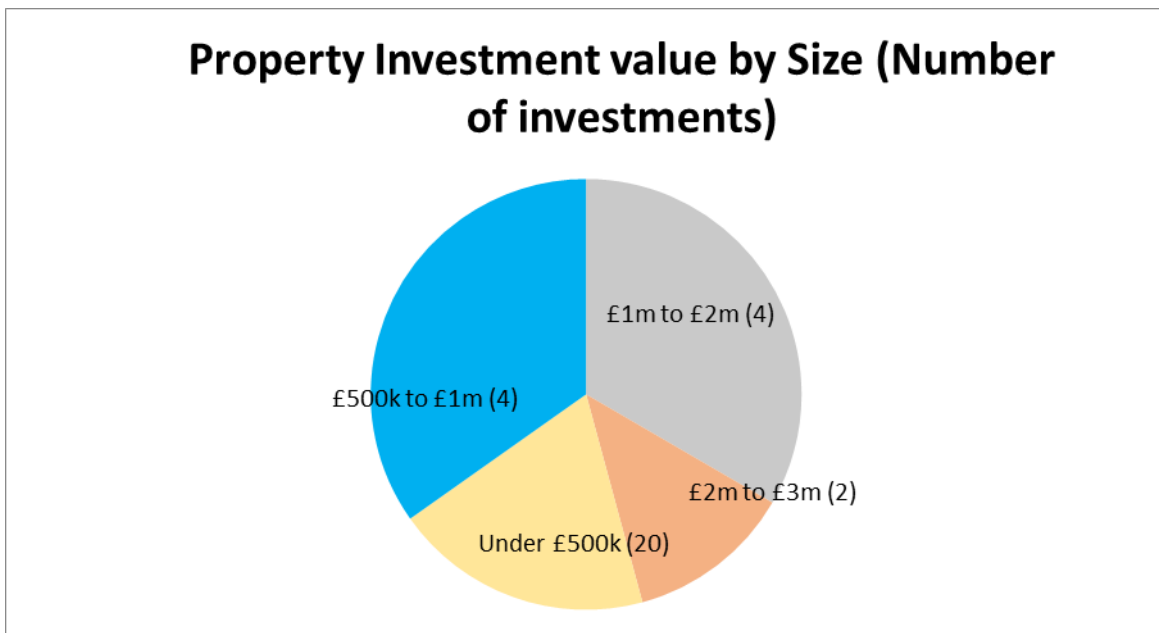
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	£'000	£'000	£'000	£'000	£'000	£'000
Commercial Property Income	(1,330)	(1,524)	(1,718)	(2,038)	(2,083)	(2,130)
Running Costs	382	356	357	357	357	357
Net Contribution to core functions	(948)	(1,168)	(1,361)	(1,681)	(1,726)	(1,773)
Interest from Commercial Loans	(84)	(80)	(76)	(71)	(67)	(63)
Total Contribution	(1,032)	(1,248)	(1,437)	(1,752)	(1,793)	(1,836)
Sensitivity:						
+/- 10% Commercial Property Income	133	152	172	204	208	213
Indicator:						
Investment Income as a % of total Council Income	18.3%	19.8%	20.7%	24.1%	24.2%	24.7%

b) Risk Exposure Indicators

72. 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



73. 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.
74. 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.
75. 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.
76. 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.

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
- NEX Treasury
- Invesco Asset Management Ltd
- CCLA
- Goldman Sachs Asset Management
- Black Rock
- HSBC Asset Management

Existing Material Investments

	Book Value £000
The Point Office Accommodation	3.200
Hollygate Lane, Cotgrave Industrial Units	2.435
Bardon Single Industrial Unit	1.800
Trent Boulevard	1.400
Colliers Business Park Phase 2	1.250
Bridgford Hall Aparthotel and Registry Office	1.220
Finch Close	0.925
Bingham Land off Chapel Lane	0.900
Boundary Court	0.805
Unit 10 Chapel Lane	0.670
Colliers Business Park Phase 1	0.610
New Offices Cotgrave	0.345
TOTAL INVESTMENT PROPERTY*	<u>15.560</u>
Notts County Cricket Club Loan	2.700
TOTAL	<u>18.260</u>

* Material Investments

<u>Use of Earmarked Reserves in 2020/21</u>	Projected Opening Balance	Projected Income	Projected Expenditure	Net Change in Year	REF	Projected Closing Balance
	£'000	£'000	£'000	£'000		£'000
Investment Reserves						
Regeneration and Community Projects	1,566	147	(50)	97	1	1,663
Sinking Fund - Investments	151	136	(20)	116	2	267
Council Assets and Service Delivery	274	0	0	0		274
New Homes Bonus (NHB)	7,104	2,311	(1,000)	1,311	3	8,415
Invest to Save	150	0	0	0		150
Corporate Reserves						
Organisation Stabilisation	2,448	460	(98)	362	4	2,810
Risk and Insurance	100	0	0	0		100
Planning Appeals	350	0	0	0		350
Elections	51	50	0	50	5	101
Operating Reserves						
Planning	164	0	0	0		164
Leisure Centre Maintenance	116	0	0	0		116
Planned Maintenance	100	0	0	0		100
	12,574	3,104	(1,168)	1,936		14,510

Notes

1. Net £97k being the movement on this reserve to support Special Expenses capital schemes
2. £136k from Investment Property income to support future capital expenditure. £20k used for works at The Point
3. £2.270m Receipts; £1m release for Arena MRP
4. £47k Surplus Housing Grant, £400k NDR Central Pool, £13k I & E Surplus; £83k release Positive Futures Grant; £15k release for Tree Protection;
5. £50k to replenish the Elections Reserve.

Rushcliffe Borough Council Pay Policy Statement 2020-21

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.
- 1.1 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
- 1.2 For the purposes of this statement 'pay' includes basic salary, pension and all other allowances arising from employment.

2. Objectives of this Statement

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

<http://www.rushcliffe.gov.uk/councilanddemocracy/aboutthecouncil/seniorofficers/roleandremuneration/> -

3. Senior Officers

3.1 For the purposes of this Statement, Senior Officers are defined as those posts with a salary above £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 262 The posts are as follows:-:

- Chief Executive
- Executive Manager – Finance and Corporate Services (Section 151 Officer)
- Executive Manager - Transformation
- Executive Manager - Neighbourhoods
- Executive Manager - Communities
- Chief Information Officer ¹
- Borough Solicitor (Monitoring Officer)
- Service Manager – Finance and Commercial
- Service Manager – Transformation
- Service Manager – Neighbourhoods
- Service Manager – Communities
- Lead Specialist – Communities ²

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 262 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 £17,364 The Council currently pays £9.00 per hour for its lowest paid employees; this is above the Government's National Living Wage which is currently £8.21 per hour for employees aged 25 or over and exceeds the National minimum wage maximum of £7.70 for employees aged 21-24.

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.

1. The Chief Information Officer was a shared post and the cost was divided between Broxtowe Borough Council and Newark and Sherwood District Council and Rushcliffe Borough Council. The post holder was on Secondment for 6 of the 12 months covered by this Pay Policy Statement and his costs have been covered by the Host Authority. The postholder obtained another role and this post has not been filled on the same basis.
2. This role is usually below the threshold for reporting but has been involved in special projects that mean the salary has been increased to reflect the extra responsibility.

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 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 Council's code of conduct.

Terms and Conditions – All Employees

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

Local Government Pension Scheme

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 with regard to benefits for any category of employee and the same terms apply to all staff. It is not normal Council policy to enhance retirement benefits but there is flexibility contained within the policy for enhancement of benefits and the Council will consider each case on its merits.

Car Allowances

The Council pays 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 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). 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.

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Cabinet

Tuesday, 11 February 2020

Midlands Engine Development Corporation

Report of the Chief Executive

Portfolio Holder for Strategic and Borough Wide Leadership Councillor Simon Robinson

1. Purpose of report

- 1.1. In October 2018 the Government announced funding of up to £2m to explore the business case for a locally led development delivery vehicle for the East Midlands. This would cover three geographical sites in the East Midlands: Ratcliffe on Soar power station, Toton and Chetwynd Barracks, and East Midlands Airport. In June 2019 Nottinghamshire County Council, on behalf of the Midlands Engine, commissioned the preparation of an outline business case for a Development Corporation.
- 1.2. The outline business case for the Development Corporation is due to be submitted to Government for consideration in Spring 2020. Legislation shall need to be passed to establish the Development Corporation, it is therefore unlikely that the Development Corporation would be established until 2022 at the earliest. In the interim period a non-statutory interim vehicle is proposed with the agreement of partners. The interim arrangements will be developed during the coming months and will continue to involve all the directly affected local authorities as part of the oversight function. Due to the possible funding and resource implications a Development Corporation Reserve of £100k from 2019/20 is proposed in order to support the project.
- 1.3. Of the three proposed sites for the Development Corporation, one is located in Rushcliffe (Ratcliffe on Soar powerstation). The establishment of the Development Corporation would therefore have an impact on Rushcliffe Borough Council and so it is important that Councillors support the ongoing involvement of the Council in the development of the business case and the Development Corporation as the work progresses.

2. Recommendation

It is RECOMMENDED that the Cabinet:

- a) endorses the statement of intent prepared and approved by the Development Corporation Oversight Board,

- b) supports Rushcliffe Borough Council's involvement in the establishment of the Development Corporation and the required interim arrangements,
- c) notes the potential budget impact of the interim arrangements,
- d) sets up a member working group to be regularly consulted on the progress of the development corporation work over the next two years, during the period of the interim delivery vehicle; and
- e) refers this report to Council on 5 March for Council endorsement.

3. Reasons for recommendation

- 3.1. If established and supported with the required resources and expertise the Development Corporation 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. This type of investment is not something that Rushcliffe or the power station could attract on their own.
- 3.2. Following the Government announcement regarding the decommissioning of coal-fired power stations in 2017 Ratcliffe on Soar Power Station is due to be decommissioned by 2025. This will have a significant impact on the Borough both financially (loss of business rates) and with the potential to have a very large derelict site at the entrance to the Borough from the A453. The Development Corporation would provide greater certainty on the redevelopment of the site, leveraging investment and resources to support delivery.

4. Supporting information

- 4.1. In October 2018 Government announced £2m of funding to explore the business case for a locally led development delivery vehicle for the East Midlands. The catalyst for establishing a focussed delivery vehicle was HS2 and proposals for a new hub station at Toton. The East Midlands HS2 Growth Strategy published in September 2017 established the regions ambitions to maximise the opportunity presented by a scale of investment not seen for several generations.
- 4.2. Development corporations have been used successfully since the post-war period to deliver complex and co-ordinated delivery of development and infrastructure at scale. These have included New Town Development Corporations (NTDCs) and Urban Development Corporations (UDCs) for the renewal of former industrial areas such as Canary Wharf in London. More recently other forms of development corporation are now emerging, that are locally led, and which can pump prime investment and economic growth in those areas.
- 4.3. The Midlands Engine development corporation programme was asked to consider three geographical areas in the East Midlands including Ratcliffe on

Soar Power Station and Toton and Chetwynd Barracks in Nottinghamshire, and East Midlands Airport in Leicestershire.

The Proposition

- 4.4. For the purposes of Government assessment, the team are considering a range of different scenarios. The initial analysis indicates that the emerging proposition could deliver:
- 4,500 homes
 - total employment of over 40,000¹ jobs across the three areas, with a net additional 84,000 jobs across the region
 - 1 million tonnes of freight handled at East Midlands Airport per annum
 - A 'wildway' connecting the three areas through the existing blue and green infrastructure
 - £4.8bn GVA growth per annum for the region.
- 4.5. The potential of each site has been considered by the consultant team and this has generated the above numbers. The propositions are summarised as follows:

Ratcliffe on Soar Power station, privately owned by Uniper UK Ltd

Employment-led development proposals through a joint university and industry research and demonstrator facility are being drawn up. This would build on the energy-generating heritage of the site and wider region. A range of complementary uses are also being explored, including a new skills centre, energy generation, data storage, and advanced manufacturing. Consideration is also being given to the potential for 'freeport²' status with East Midlands Airport. In total, the emerging proposition highlights the potential to deliver up to 20,000 jobs.

Toton and Chetwynd Barracks

Proposals centre on Toton and Chetwynd Barracks that include a mix of housing and employment, including the potential to deliver around 4,500 homes and up to 6,500 knowledge driven jobs. This will provide a highly connected community. The area will have unrivalled national, regional and local public transport links. The vision of a station in a park with a mixed-use innovation campus connected to the three development locations via a network of blue and green infrastructure, including the River Erewash and the Erewash canal.

East Midlands Airport

East Midlands Airport is a major economic driver for the East Midlands economy. Some 9,500 people are employed at over 100 businesses across the airport site. To the immediate north of the airport lies the 700 acre East Midlands Gateway served by a major new rail freight terminal. The gateway

¹ Includes existing and new employment

² Freeports, also known as 'free zones' or 'free trade zones', are a type of special economic zone. They are within a country's physical border but are considered to be outside of the customs border and attract economic benefits.

will create 7,000 additional jobs on completion. The development proposition will include sustainable growth and acceleration of the freight handling capacity beyond existing growth plans. There is also consideration being given to the potential for 'freeport' status in the area.

- 4.6. Each key site is significantly in excess of 200 hectares and therefore offers a scalable proposition. Together they have the potential to drive a level of co-ordinated investment in the enabling infrastructure not seen for several generations. It is intended that the whole region stands to benefit from this infrastructure; together with the skills, knowledge and capacity offered by a development corporation. These qualities are likely to be transferable to the region and the programme will continue to actively engage with, and consider, how proposals will complement and align with the plans and aspirations of partners across the region including the Local Industrial Strategies of the region's LEPs.
- 4.7. The infrastructure under consideration will include social, environmental and physical infrastructure including transport, digital and utilities. Specific measures will include improved roads and a concerted focus on a comprehensive approach to public transport provision reflecting the findings and recommendations of the East Midlands Gateway Connectivity Study. Delivery will involve close working with Midlands Connect. Ultimately, the proposition will demonstrate the investment case for much needed supporting infrastructure and how it will optimise and accelerate the potential of the area.
- 4.8. In considering inclusive growth, the initiative will consider skills and training. It will provide an opportunity to consider integrated approaches working with industry, education and research institutions. This will reflect the on-going restructuring of the economy with continued technological advancement. A hub and spoke approach should help to link areas of higher deprivation to the opportunities here.
- 4.9. Finally, the proposal makes provision to enhance the natural environment by creating a 'wildway', linking the areas distinctive green infrastructure that connects the three development locations alongside the River Trent; River Erewash; River Soar and the canal network; and Attenborough Nature Reserve which all underscore the areas credentials as an attractive place to live and do business.

Programme Governance

- 4.10. The Development Corporation work is subject to an Oversight Board supported by an Executive Group. The Oversight Board is made up of leaders from the region's County and City Unitary local authorities and directly affected districts (including Rushcliffe) alongside private sector; business community; central government; LEP's; and university representatives. The Executive Group is a smaller group of executive officers (shared rotating representation with North West Leicestershire District Council, Broxtowe Borough Council and Erewash Borough Council). Both are chaired by Sir John Peace, as chairman of the Midlands Engine.

- 4.11. The business case will set out to Government the preferred option and demonstrate how it meets the criteria for public-sector intervention. It establishes a case for change, a value for money assessment, commercial viability, financial affordability, and a route to delivery. The detail of some of the key elements is still being developed. The local authority Chief Executives have proposed a statement of intent (Appendix A) to set out the shared aspirations of the local authorities for the development corporation proposition.
- 4.12. The Development Corporation programme team is actively engaging local stakeholders to inform the thinking. This includes through the Oversight Board and Executive Group; weekly conference calls with local authority chief executives; active participation in the programme team; regular briefings with LEPs and local authorities; and with other stakeholders.
- 4.13. Work is continuing on an outline business case for the Development Corporation with a formal submission to Government anticipated for Spring 2020. The initial work has developed a strategic case. It has also critically highlighted the lack of any off-the-shelf model in statute to deliver the region's aspirations for a locally led approach of the kind envisaged. Coincidentally and concurrently in late 2019, the Government undertook a consultation on the effectiveness of the legislation governing development corporations.
- 4.14. The Government consultation is understood to, at least in part, seek views and ideas on whether the current and complex legal framework might inhibit the establishment of certain types of development corporation otherwise attractive to local areas and possible solutions. The Midlands Engine submitted a response to this consultation with the benefits of the learning from the work being undertaken to date in the East Midlands to the effect that there is a need for a new hybrid model. The outcome of the consultation is awaited, and further updates will be provided.
- 4.15. The need for legislation to establish this hybrid model of development corporation, means that a statutory development corporation may take some time to come into effect. In the meantime, a non-statutory interim vehicle may be established with the agreement of partners. The arrangements and the team to set up and operate this vehicle will emerge during the coming months, but it will continue to involve all the directly affected local authorities as part of the oversight function. It may require further funding and resources being sought from partners both in terms of expertise as well as possibly some financial support. It is therefore proposed to create a Development Corporation Reserve of £100k from 2019/20 projected underspends in order to support the project. This will be ratified at Full Council when the 2020/21 budget is approved.

MIPIM 2020

- 4.16. As part of the programme, the Midlands Engine team will be looking to test the emerging proposition for the Development Corporation with the international investment community. MIPIM (in French, Le Marché International des Professionnels de L'immobilier) is the world's leading property exposition,

bringing together the most influential players from across international property and associated investment sectors. Many of the UK's key development projects are showcased here and the regions of the UK are represented as part of profiling and securing investment for their areas. It takes place from 10-13 March 2020.

5. Alternative options considered and reasons for rejection

- 5.1. As part of the business case process two different scenarios (the reference case and the proposition) are being tested to help demonstrate the value that a development corporation could bring; this is standard practice for the assessment of business cases by Government.
- 5.2. The alternative for Rushcliffe Borough Council is to not support this proposal. However, the Development Corporation could continue without the support of local authority partners, although this would be far from ideal. Therefore, it is important that the Council continues to be involved so that it can play a key role in shaping the Development Corporation to ensure the delivery of maximum benefit for Rushcliffe and the region.

6. Risks and uncertainties

- 6.1. There is a risk that the Development Corporation will progress anyway without Rushcliffe's involvement meaning we do not have a seat at the table to shape the vision for the Development Corporation its impact on Rushcliffe and the region.
- 6.2. In addition, there are risks that the Development Corporation does not get approval or the required level of funding and so it does not progress. This would mean that the Council needed to continue to work proactively and closely with Uniper on the future development of their site.
- 6.3. There are still a number of uncertainties around the exact implications on things such as planning powers and business rates. The statement of intent (Appendix A) however is designed to mitigate those concerns in lieu of the detail. As further details emerge however further reports and updates will be provided as required.
- 6.4. During the next proposed phase in the interim non-statutory vehicle the Council would remain as local planning authority. Beyond this planning powers would be subject to further consideration as part of the establishment of the legal entity.
- 6.5. The initial vision from Government was around maximising the benefit of HS2. If HS2 does not go ahead as currently proposed, there is still benefit in further exploring the development corporation proposition due to the scale of the sites and the resources and expertise required to develop these sites to be nationally and internationally significant. The Government appears to be committed to the proposition of development corporations and is inviting interest for up to ten new development corporations across the country.

- 6.6. The impact on Business Rates is difficult to assess and is complicated by the changes expected to the Business Rates System, currently unknown, with the system due to change late in 2020.

7. Implications

7.1 Financial implications

The main financial implication of this proposal is the potential loss of any business rates to the Council, which are already at risk due to the decommissioning of the Ratcliffe on Soar site in 2025.

Development Corporations do not have the powers to collect business rates in the UK and are unable to do so without legislative change. A number of alternative approaches have been used to retain business rates within designated areas which could be considered if there is an appetite to do so. Three such approaches reviewed by the Development Corporation consultant team are Enterprise Zones (EZ), Combined Authorities, and Special Economic Areas

The discussions currently are that it is not intended that existing business rates are redirected from local authorities to the Development Corporation (as reflected in the statement of intent, often referred to as 'no detriment'). Further analysis of business rate uplift and associated models will be explored.

In addition, there are potential financial implications in the establishment of the programme team for the Development Corporation, both at the interim stage and once established. There may be a request for partners to contribute financially or with staff. This will be considered should any request be forthcoming and be brought to councillors as required. It is therefore proposed to create a Development Corporation Reserve of £100k utilised from 2019/20 projected revenue efficiencies in order to support the project. This will be ratified at Full Council when the 2020/21 budget is approved.

7.2 Legal implications

The proposed interim structure will include a shareholders' board which would be made up of local authority representatives. The expectations of this role and documents that underpin it on the individual and the authority will be reviewed before any commitment is made.

Once the necessary legislation is in place for the Development Corporation this could impact on the statutory responsibilities of the Council in the identified area. By being involved in this process councillors and officers from Rushcliffe are able to review the proposals as they emerge and their impact, and update councillors as required.

7.3 Equalities implications

Inclusive growth is a key theme in the business case ensuring that, as far as possible, the Development Corporation brings benefits for all. As well as creating jobs the focus is on the quality as well as the accessibility of those jobs.

7.4 Section 17 of the Crime and Disorder Act 1998 implications

There are no crime and disorder implications associated with this report.

8. Link to Corporate Priorities

Quality of Life	The DC has the potential to benefit local residents' quality of life through the provision of new jobs, open space and green infrastructure.
Efficient Services	
Sustainable Growth	<p>The development of Ratcliffe on Soar Power station through the Development Corporation could attract a significant number of new businesses and approx. 20,000 jobs.</p> <p>The Development Corporation could deliver significant improvements to connectivity enabling more people to access opportunities at the 3 sites and in the wider region.</p>
The Environment	<p>Beyond the economic benefits, the developments will enhance and improve the environment, take account of the need to reduce emissions and achieve net gains in natural capital.</p> <p>The proposal for Ratcliffe on Soar is for a National Centre for Integrated Zero Carbon Futures putting Rushcliffe at the forefront of tackling climate change.</p> <p>In addition, an integral part of the proposition is the connectivity between the sites and more broadly across the region. The focus of this is green infrastructure and public transport, minimising the impact on the environment.</p> <p>The proposition includes the creation of a wildway which is an active transport link between the sites enhancing and protecting the existing areas specifically around Attenborough Nature Reserve, River Trent and the canal network.</p>

9. Recommendations

It is RECOMMENDED that the Cabinet:

- a) endorses the statement of intent prepared and approved by the Development Corporation Oversight Board,

- b) supports Rushcliffe Borough Council's involvement in the establishment of the Development Corporation and the required interim arrangements,
- c) notes the potential budget impact of the interim arrangements,
- d) sets up a member working group to be regularly consulted on the progress of the development corporation work over the next two years, during the period of the interim delivery vehicle; and
- e) refers this report to Council on 5 March for Council endorsement.

For more information contact:	Kath Marriott Chief Executive kmarriott@rushcliffe.gov.uk 0115 9148349
Background papers available for Inspection:	None.
List of appendices:	Appendix A – Statement of Intent

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Statement of Intent

1. The developments will generate next generation **inclusive and sustainable growth** – high quality jobs, housing and transport, accessible and tailored to meet the needs and aspirations of current and future generations.
2. The focus for the developments is on **next generation innovation**, enterprise, the future of industry, not lower value, but more productive forms of employment.
3. Local people as well as those who come here to live and learn will be equipped with the **skills to benefit from the job opportunities** resulting from the creation of the development corporation.
4. Beyond the economic benefits, the developments will enhance and improve the environment, reduce emissions and **achieve net gains in natural capital**.
5. Partners in the region recognise and support the development corporation as a **regional endeavour with a common purpose** and a commitment to maximise this opportunity for the East Midlands; **the whole being greater than the sum of the parts**.
6. The developments will enhance the region and **add value to the region's economy**, adding to existing strengths in the cities and counties across the East Midlands.
7. The development corporation will be funded by a range of sources and use a range of financial instruments. It is **not intended that existing business rates are redirected** from local authorities to the development corporation. (Further analysis of business rate uplift and associated models will be explored)
8. There will be appropriate mechanisms for **local democratically elected representation to oversee** the work of the development corporation board and its **independent chair**. The Board will be selected through a skills based recruitment process.
9. Lessons learned from the work on the initial 3 sites will be used to help drive further opportunities in other parts of the region, **including additional sites and development corporations** for the East Midlands.

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Cabinet

Tuesday, 11 February 2020

Colston Bassett Neighbourhood Plan

Report of the Executive Manager – Communities

Cabinet Portfolio Holder for Housing Councillor Roger Upton

1. Purpose of report

- 1.1. To decide whether to accept the Colston Bassett Neighbourhood Plan Examiner's recommended modifications to the Plan and allow the Plan to proceed to a referendum of eligible voters in Colston Bassett Parish.

2. Recommendation

It is RECOMMENDED that Cabinet:

- a) Accepts all of the Examiner's recommended modifications to the Colston Bassett Neighbourhood Plan;
- b) Approves the Colston Bassett Neighbourhood Plan Decision Statement and its publication;
- c) Approves the holding of a referendum for the Colston Bassett, with the area for the referendum being the Parish of Colston Bassett; and
- d) Delegates authority to the Executive Manager – Communities to make any necessary final minor textual, graphical and presentational changes required to the referendum version of the Colston Bassett Neighbourhood Plan.

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. The Colston Bassett Neighbourhood Plan has been produced by Colston Bassett Parish Council, in conjunction with the local community. It was submitted to the Borough Council in July 2019 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).

- 3.3. In order to assist in this process, the Borough Council is 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 16 September 2019. The Plan has been assessed by an independent Examiner and, on 3 January 2020, he published his report which concluded that, subject to the modifications proposed in his report, the Plan should proceed to referendum (see Appendix 1).
- 3.4. The legislation sets out that the Borough Council must consider each of the recommendations made by the Examiner, including the reasons for them, and decide what action to take in response to each one. The Council must also consider whether other modifications not recommended by the Examiner are necessary in order for the Plan to meet the Basic Conditions and legal requirements. Appendix 2 contains the draft Borough Council's Decision Statement in respect of each of the Examiner's recommendations and also comments on whether other modifications are considered necessary.
- 3.5. At Appendix 3 is the final version of the Colston Bassett Neighbourhood Plan showing the proposed modifications, which it is considered meets the Basic Conditions and other legal requirements. The Plan is now in a position where it may be put to referendum in Colston Bassett Parish to determine if local people support it.

4. Supporting Information

- 4.1. The draft Colston Bassett Neighbourhood Plan has been produced by Colston Bassett Parish Council in conjunction with the local community. The Plan contains a number of policies which are intended to form part of the statutory development plan for the Borough and, therefore, to assist the Borough Council in the determination of relevant planning applications. The draft Neighbourhood Plan was submitted to the Borough Council in July 2019.
- 4.2. The Borough Council is required by legislation to assess whether the submitted Plan meets certain prescribed 'Basic Conditions' and other statutory requirements and whether it should proceed to referendum. In order to meet the Basic Conditions, the Neighbourhood Plan must:
 - have regard to national policies and advice contained in guidance issued by the Secretary of State;
 - contribute to the achievement of sustainable development;
 - be in general conformity with the strategic policies of the development plan for the area;
 - be compatible with and not breach European Union obligations; and
 - meet prescribed conditions and comply with prescribed matters.

- 4.3. In order to assist in this process, the Borough Council is required to invite representations on the submitted draft Plan and appoint an independent Examiner to examine the Plan and consider all representations received through the consultation undertaken by the Borough Council. The submitted Plan was publicised and representations were invited from the public and other stakeholders, with the period for representations closing on 16 September 2019. The independent Examiner appointed was David Kaiserman. He has now completed his examination of the Plan and his report was published on 3 January 2020 (see Appendix 1). The Examiner was required to recommend either that:
- (a) the Plan is submitted to a referendum without changes; or
 - (b) modifications are made and that the modified neighbourhood plan is submitted to a referendum; or
 - (c) the neighbourhood plan does not proceed to a referendum on the basis that it does not meet the necessary legal requirements.
- 4.4. The Examiner has concluded that, subject to a number of modifications set out in his report, the Plan meets the Basic Conditions and other statutory requirements and that it should proceed to referendum.
- 4.5. The legislation sets out that the Borough Council must consider each of the Examiner's recommendations, including the reasons for them, and decide what action to take in response to each one. It is considered that each of the Examiner's recommendations is appropriate and necessary in order for the Plan to meet the Basic Conditions, other relevant legal requirements or to make factual corrections. It is also a legal requirement for the Borough Council to consider whether other modifications not recommended by the Examiner are necessary in order to meet the Basic Conditions and legal requirements. It is considered that it is not appropriate or necessary to make any other modifications beyond those recommended by the Examiner.
- 4.6. If the Borough Council were to make a decision which differs from that recommended by the Examiner, and the reason for the difference is as a result of new evidence or a new fact or a different view taken by the Borough Council as to a particular fact, then the Plan would not be able to proceed to referendum at this stage. Instead, the Borough Council would be required to consult on this course of action.
- 4.7. The Council is required to publish a 'decision statement' which sets out the decisions made in respect of the recommendations contained within the Examiners report and reasons for those decisions. A draft decision statement is provided at Appendix 2. It also includes consideration of whether other modifications not recommended by the Examiner are necessary in order to meet the Basic Conditions and legal requirements. An illustration of how the Examiner's recommended modifications would alter the Plan is provided at Appendix 3.
- 4.8. If the Council is satisfied that the Plan incorporating the Examiner's recommended modifications meets the Basic Conditions and other regulatory requirements, and that no other modifications to the Plan are necessary in order

to meet the Basic Conditions and other regulatory requirements, then the decision must be taken to hold a referendum to determine whether local people support the Plan and whether it should become part of the statutory development plan.

- 4.9. The Council is also required to consider whether the area for the referendum should be extended beyond the designated neighbourhood area (the Parish of Colston Bassett). It is the Examiner's recommendation that the referendum area should not be extended, based on the conclusion that the Plan, incorporating the recommended modifications, would contain no policies or proposals which are significant enough to have an impact beyond the designated neighbourhood plan boundary. It is considered that this recommendation is reasonable and should be accepted.
- 4.10. The referendum would 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 Colston Bassett) 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 Colston Bassett to help it decide planning applications in the neighbourhood area?'* Voters would be given the opportunity to vote 'yes' or 'no'.
- 4.11. 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.
- 4.12. If the Neighbourhood Plan is made part of the development plan then planning applications within the parish would then have to be determined in accordance with both the Rushcliffe Local Plan and the Colston Bassett Neighbourhood Plan, unless material considerations indicate otherwise.

5. Alternative options considered and reasons for rejection

- 5.1. If the Borough Council disagrees with the Examiner's Report and does not accept one or more of the recommended modifications, the Neighbourhood Plan would not then be able to go to referendum at this stage. The reasons for this decision would need to be set out in the Decision Statement and published. This would prompt a further consultation period and potential further examination. Any decision to diverge from the recommendations of the Examiner could potentially, if requested by the Parish Council, also result in the Secretary of State intervening.
- 5.2. It is considered that each of the Examiner's recommendations is appropriate and necessary in order for the Plan to meet the Basic Conditions, other relevant legal requirements or to make factual corrections. It is also considered that it is not appropriate or necessary to make any other modifications beyond those recommended by the Examiner. There is therefore no reason to not modify the

Plan in accordance with the Examiner's recommendation and allow it to proceed to referendum.

6. Risks and Uncertainties

- 6.1. To not follow 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. Implications

7.1. Financial Implications

Once the date for the referendum is set, £20,000 can be claimed from the Ministry of Housing, Communities, and Local Government. This financial support ensures that local planning authorities receive sufficient funding to enable them to meet their legislative duties in respect of neighbourhood planning and will offset any additional costs incurred. These duties include provision of advice and assistance, holding the examination and making arrangements for the referendum.

7.2. Legal Implications

The Neighbourhood Plan, as proposed, is considered to meet the Basic Conditions which are set out at Schedule 4B of the Town and Country Planning Act 1990 (as amended). This is the view taken by the Examiner, as confirmed in his report. It is also considered that the Neighbourhood Plan meets all of the relevant legal and procedural requirements. To not comply with the legislation and regulations correctly could 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 community safety implications arising from matters covered in this report.

8. Link to Corporate Priorities

Quality of Life	The Neighbourhood Plan's vision seeks to preserve and protect the distinct and attractive rural character and tranquillity of the conservation village. It also strives to ensure that the strong sense of community will be maintained and strengthened.
Efficient Services	A key part of the Neighbourhood Plan's vision is the improvement where possible of community facilities to meet the needs of a diverse population.
Sustainable Growth	The adoption of the Neighbourhood Plan will help support the Borough Council's corporate priority for sustainable growth, including supporting others to deliver what our community needs to grow in a sustainable way.
The Environment	The Neighbourhood Plan includes a number of policies aimed at protecting the environment from inappropriate development.

9. Recommendations

It is RECOMMENDED that Cabinet:

- a) Accepts all of the Examiner's recommended modifications to the Colston Bassett Neighbourhood Plan;
- b) Approves the Colston Bassett Neighbourhood Plan Decision Statement and its publication;
- c) Approves the holding of a referendum for the Colston Bassett, with the area for the referendum being the Parish of Colston Bassett; and
- d) Delegates authority to the Executive Manager – Communities to make any necessary final minor textual, graphical and presentational changes required to the referendum version of the Colston Bassett Neighbourhood Plan.

<p>For more information contact:</p>	<p>Richard Mapletoft Planning Policy Manager 0115 9148457 rmapletoft@rushcliffe.gov.uk</p>
<p>Background papers available for Inspection:</p>	<p>Electronic copies of the documents relating to the submitted Colston Bassett Neighbourhood Plan and its examination can be found at: http://www.rushcliffe.gov.uk/planningpolicy/neighbourhoodplanning/</p> <p>This includes the four appendices of the neighbourhood plan (which are not subject to any proposed modifications), which are: Appendix 1 – Assessment of options for residential development Appendix 2 – Housing Needs Report Appendix 3 – Environmental Inventory Appendix 4 – Local Green Space - pictures</p>
<p>List of appendices:</p>	<p>Appendix 1: Examiner’s ‘Colston Bassett Neighbourhood Plan 2018 – 2028: A report to Rushcliffe Borough Council’</p> <p>Appendix 2: Colston Bassett Neighbourhood Plan Decision Statement</p> <p>Appendix 3: Illustration of Proposed Modifications to the Colston Bassett Neighbourhood Plan 2018 – 2028</p>

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**Appendix 1: Examiner's 'Colston Bassett
Neighbourhood Plan 2018 – 2028: A
report to Rushcliffe Borough Council'**



Colston Bassett Neighbourhood Plan 2018 to 2028

A report to Rushcliffe Borough Council

**David Kaiserman BA DipTP MRTPI
Independent Examiner**

3 January 2020

Executive Summary

I was appointed by Rushcliffe Borough Council on 14 October 2019 with the agreement of Colston Bassett Parish Council, to carry out the independent examination of the Colston Bassett Neighbourhood Plan.

The examination was completed solely on the basis of the written representations received, no public hearing appearing to me to have been necessary. I made an unaccompanied visit to the area covered by the Plan on 5 November 2019.

Colston Bassett is a small rural parish within the Borough of Rushcliffe, Nottinghamshire. It has a population of around 220 and lies in attractive countryside on the western edge of the Vale of Belvoir. The Local Plan Core Strategy places it in the category of “other settlements”, where development will generally be restricted to meeting local needs only. The Neighbourhood Plan provides positively for limited growth to meet that objective, at the same time setting down policies designed to meet a number of social, economic and environmental objectives in a way which is compatible with the wider planning framework.

Subject to a number of recommendations (principally for changes to the detailed wording of some policies), I have concluded that the Colston Bassett Neighbourhood Plan meets all the necessary legal requirements at this stage of its preparation, and consequently am pleased to recommend that it should proceed to referendum.

Contents

- Introduction
- Procedural matters
- A brief picture of the Neighbourhood Plan area
- The basic conditions
- Other statutory requirements
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- The consultation exercise (Regulation 14)
- General observations about the Plan
- Representations received (Regulation 16)
- The policies:
 - Policy S1: Settlement boundary
 - Policy H1: Residential site allocations alleviation
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 - Policy BE4: Farm diversification
 - Policy BE5: Tourism
 - Policy BE6: Broadband and mobile infrastructure
- Conclusions on the basic conditions
- Formal recommendation
- Appendix 1: Summary table of recommendations

Introduction

1. This report sets out the findings of my examination of the Colston Bassett Neighbourhood Plan (the CBNP), submitted to Rushcliffe Borough Council (RBC) by Colston Bassett Parish Council in July 2019. The Neighbourhood Area for these purposes is the same as the Parish boundary.
2. Neighbourhood plans were introduced into the planning process by the Localism Act 2011. They aim to help local communities shape the development and growth of their area, and the intention was given added weight in the National Planning Policy Framework (NPPF), first published in 2012 (the current edition being dated February 2019), which continues to be the principal element of national planning policy. Detailed advice is provided by national Planning Practice Guidance (PPG) on neighbourhood planning, first published in March 2014.
3. The main purpose of the independent examination is to assess whether or not the Plan satisfies certain “basic conditions” which must be met before it can proceed to a local referendum, and also whether it is generally legally compliant. In considering the content of the Plan, recommendations may be made concerning changes both to policies and any supporting text.
4. In the present case, my examination concludes with a recommendation that, subject to certain detailed recommendations, the Plan should proceed to referendum. If this results in a positive outcome, the CBNP would ultimately become a part of the statutory development plan, and thus a key consideration in the determination of planning applications relating to land lying within the CBNP area.
5. I am independent of the Parish Council and do not have any interest in any land that may be affected by the Plan. I have the necessary qualifications and experience to carry out the examination, having had 30 years’ experience as a local authority planner (including as Acting Director of Planning and Environmental Health for the City of Manchester), followed by over 20 years’ experience providing training in planning to both elected representatives and officers, for most of that time also working as a Planning Inspector. My appointment has been facilitated by the Independent Examination Service provided by Trevor Roberts Associates.

Procedural matters

6. I am required to recommend that the Colton Bassett Neighbourhood Plan either
 - be submitted to a local referendum; or
 - that it should proceed to referendum, but as modified in the light of my recommendations; or
 - that it not be permitted to proceed to referendum, on the grounds that it does not meet the requirements referred to in paragraph 3 above.
7. In carrying out my assessment, I have had regard to the following principal documents:
 - the submitted CBNP
 - the pre-submission version of the Plan
 - the Consultation Statement and its eight annexes (undated, but accompanying the submitted Plan)
 - the Statement of Basic Conditions (undated, but accompanying the submitted Plan)
 - the housing needs report (dated April 2017)
 - a summary of the housing needs survey (undated)
 - the assessment of options for residential development (undated)

- the Strategic Environmental Assessment Screening Opinion (dated July 2019)
 - the representations made to the CBNP under Regulation 16 (and, where appropriate, under Regulation 14)
 - selected policies of the adopted Rushcliffe Local Plan
 - relevant paragraphs of the National Planning Policy Framework
 - relevant paragraphs of national Planning Practice Guidance.
8. I carried out an unaccompanied visit to the Plan area on 5 November 2019, when I looked at the overall character and appearance of the Parish, together with its setting in the wider landscape, those areas affected by specific policies in the Plan, and the locations referred to by objectors. I refer to my visit in more detail elsewhere in this report.
9. It is expected that the examination of a draft neighbourhood plan will not include a public hearing, and that the examiner should reach a view by considering written representations¹. In the present case, I considered hearing sessions to be unnecessary as the consultation responses clearly articulated the objections to the Plan and presented arguments for and against its suitability to proceed to a referendum. I should add that none of the representations received at the Regulation 16 stage included a request for a hearing.

A brief picture of the Neighbourhood Plan area

10. The rural Parish of Colston Bassett sits in gently undulating agricultural land on the western edge of the Vale of Belvoir. Fine views of the Belvoir escarpment are afforded from a number of vantage points. The settlement has a long history of human occupation. It was declared a conservation area in 1973 (subsequently updated in March 2009) and contains seven listed buildings. A particular feature is the quality of the “green” environment, due largely to the number of open paddocks sitting within the various built elements, and the extent and quality of the tree cover.
11. The main part of the village is spread along a roughly north-south axis, with two small extensions to the south-east (one of which leads to the Colston Bassett Dairy, an important local employer and maker of traditional Stilton cheeses). At the centre of the village, Hall Lane leads westwards towards Colston Hall and a small enclave of housing built within its grounds. The majority of the housing is “cottage” style, no doubt reflecting the fact that much of the village has for long been within the ownership of a local estate company. There is a primary school, a village hall, a fine church (praised by Pevsner for its beauty), and a pub. There is also an attractively-sited cricket ground, but the village lacks a shop.
12. In common with many similar rural villages, there is an ongoing issue about the affordability (and suitability) of housing for particular demographics. The local bus service is poor, something which inevitably results in greater need of access to and use of the private car.

The basic conditions

13. I am not required to come to a view about the ‘soundness’ of the plan (in the way which applies to the examination of local plans); instead I must principally address whether or not it is appropriate to make it, having regard to certain “basic conditions”, as listed at paragraph 8(2) of Schedule 4B to the Town and Country Planning Act 1990 (as amended). The requirements are

¹ Paragraph 9(1) of Schedule 4B to the Town and Country Planning Act 1990 (as amended).

also set out in paragraph 065² of the Planning Practice Guidance. I deal with each of these conditions below in the context of the CBNP's policies but, in brief, all neighbourhood plans must:

- have regard to national policy and guidance (Condition a);
- contribute to the achievement of sustainable development (Condition d);
- be in general conformity with the strategic policies in the development plan for the local area (Condition e);
- not breach, and otherwise be compatible with, EU obligations, including human rights requirements (Condition f);
- not breach the requirements of Chapter 8 of Part 6 of the Conservation of Habitats and Species Regulations 2017; and
- comply with any other prescribed matters.

14. The Statement of Basic Conditions begins by summarising the statutory requirements, before then taking each policy of the CBNP and assessing its relationship with the national and local planning context. This document is clearly laid out, using a tabular approach to the two assessments which aids understanding. I will refer to specific elements of this document as necessary when considering the detailed provisions of the Plan.

Other statutory requirements

15. A number of other statutory requirements apply to the preparation of neighbourhood plans, all of which I consider have been met in this case. These are:

- that the Parish Council is the appropriate qualifying body (Localism Act 2011) able to lead preparation of a neighbourhood plan;
- that what has been prepared is a Neighbourhood Development Plan, as formally defined by the Localism Act; that the plan area does not relate to more than one Neighbourhood Area; and that there are no other neighbourhood plans in place within the area covered by the plan;
- that the plan period must be stated (which in the case of Colston Bassett is 2018 to 2028); and
- that no "excluded development" is involved (this primarily relates to development involving minerals and waste and nationally-significant infrastructure projects).

16. I have also borne in mind the particular duty under section 72 of the Planning (Listed Buildings and Conservation Areas) Act 1990 to pay special attention to the desirability of "preserving or enhancing the character or appearance" of any conservation area³.

17. A screening report is required in order to determine whether a neighbourhood plan needs to be accompanied by a Strategic Environmental Assessment (SEA), under the terms of the Environmental Assessment of Plans and Programmes Regulations 2004. It is the qualifying body's responsibility to undertake any necessary environmental assessments, but it is the Local Planning Authority's responsibility to engage with the statutory consultees.

18. A Strategic Environmental Assessment Screening Opinion Report was prepared by Rushcliffe Borough Council in July 2019. Paragraph 1.5 of this document notes that the Local Plan Core

² Reference ID: 41-065-20140306

³ While there are some passing references in the Plan to the Colston Bassett Conservation Area (and a web-search shows that this broadly covers the northern half of the parish), there are no specific policies relating to it.

Strategy (adopted in December 2014) was subject to a full SEA and Sustainability Appraisal, as well as an appropriate scoping report in relation to the Habitats Regulations.

19. RBC conclude (paragraph 1.7) that full environmental assessments of the Neighbourhood Plan are not needed. This view is shared by the Environment Agency and Natural England. However, Historic England consider that the proposal for 10 houses on land within the conservation area (Sites 1 and 2, north and south of Harby Lane) suggest the need for an SEA, despite the relatively small scale of the allocation. The screening report acknowledges that development in these locations has the potential to result in harm to the conservation area, since it would impact upon the setting of the village. However, the report considers that while both sites have value as open spaces, other undeveloped land closer to the village core is more significant in those terms. In addition, the report states that there are no key historic features in the vicinity; and that, in any event, broader policies would be able to ensure an appropriate approach to design that might even result in an improvement to the setting of the village from the east.
20. Having visited the land in question, as well as the wider area around it, I have no reason of my own to challenge RBC's conclusions. I comment further on the issue of the two land allocations later in this report.
21. It is a requirement under the Planning Acts that policies in neighbourhood plans must relate to "the development and use of land", whether within the Plan area as a whole or in some specified part(s) of it. I am satisfied that that requirement is met.

National policy

22. National policy is set out primarily in the National Planning Policy Framework (NPPF), a key theme being the need to achieve sustainable development. The NPPF is supported by Planning Practice Guidance (PPG), an online resource which is continually updated by Government. I have borne particularly in mind the advice in the PPG that a policy in a neighbourhood plan should be clear and unambiguous, concise, precise and supported by appropriate evidence⁴.

The existing Development Plan for the area

23. The current development plan for the area includes the Rushcliffe Local Plan Part 1 (the Core Strategy), adopted in December 2014, and Part 2, adopted in October 2019. The CBNP was therefore submitted some time before the adoption of Part 2 of the Local Plan, but I have been given no reason to believe that this has any implications for this examination – in particular in relation to Spatial Strategy 3, which establishes a settlement hierarchy for the District, and the overall housing target for the period 2011-2028. The first of these sets out three tiers in the hierarchy:
 - the main built-up area of Nottingham within Rushcliffe, to accommodate approximately 13,150 new homes;
 - six "key settlements" where approximately 5,500 are to be located between them; and
 - other settlements, not named, where development will (with two exceptions) be for local needs only.
24. Colston Bassett lies within this last category. Paragraph 3.3.17 of the Core Strategy adds further detail to the strategy by saying that the local needs will be delivered through small scale infill

⁴ Reference ID: 41-041-20140306

development or on exception sites, together with any allocations set out in Part 2 of the Local Plan or in neighbourhood plans. The Local Plan does not define boundaries for such settlements; however, the CBNP takes the opportunity to define one, primarily in order to differentiate between those areas within which development might be acceptable in principle and those defined as open countryside, where national and local planning policies dictate a more restricted approach.

25. Following a request for clarification on my part⁵, the Parish Council wish to delete the fifth paragraph of section 7.1.1 of the Plan, which sets out the strategic framework, and to replace it with the following:

Rushcliffe Local Plan Part 1 Core Strategy (December 2014) contains two statements of particular relevance to Colston Bassett: 22.2.11 (page 9) – *“The problem of affordability can be particularly significant in the rural parts of the Borough where house prices tend to be higher. Poor access to essential services in rural areas can lead to significant deprivation, with people without access to a car especially vulnerable”*; and Policy 3 - Spatial Strategy paragraph 1 (page 24): *“in ‘other settlements’, development will be for local needs only”*.

26. This minor alteration, which includes direct quotations from the Local Plan as opposed to a paraphrase of it, has no impact on any of the policies, and I see no reason for it not to be made. Similarly, I have received clarification of a reference in the sixth paragraph of section 7.1.1 to what I am told was a phrase in the pre-submission version of the CBNP (to the effect that Colston Bassett is amongst “the least sustainable locations for growth...”). This phrase figured in the draft Local Plan, but does not appear in the adopted version, as pointed out by the Colston Bassett Trust. The Parish Council have suggested a re-wording of the sixth paragraph to deal with this, and I am satisfied this can be made without any further comment from me:

Rushcliffe Local Plan Part 1 Policy 3 and its supporting justification identifies Colston Bassett as an 'other village' (paragraph 3.3.17), and Paragraph 3.10 (on page 21) and Policy 22 - Development within the Countryside (on page 96) within Local Plan Part 2 determine that in other villages development will be limited to small scale infill and exception site development, or on land allocated by a Neighbourhood Plan to meet identified local needs. In accordance with the Local Plan, this Neighbourhood Plan establishes a village boundary and allocates two housing sites.'

The consultation exercise (Regulation 14)

27. This regulation requires the Parish Council to publicise details of their proposals “in a way that is likely to bring [them] to the attention of people who live, work or carry on business in the area”, and to provide details of how representations about them could be made. Regulation 15 requires the submission to the Local Planning Authority of a statement setting out the details of what was done in this respect, and how the qualifying body responded to any matters which arose as a result of the consultation process.
28. The Consultation Statement summarises the NP working group’s approach to this process from the date of the decision by the Parish Council in September 2016 to embark upon the preparation of a neighbourhood plan, the details being set out in a series of annexes. There is no need for me to comment in detail about any aspects of this exercise: suffice to say that I am

⁵ prompted by an observation by the Colston Bassett Trust

satisfied that the statutory requirements have been fully complied with. I have noted that a number of the representations made to the final submission version of the Plan express some dissatisfaction with the outcome – these are focused on the proposal to allocate the two sites at Harby Lane for housing, and I will come back to the point when dealing with Policy H1.

General observations about the Plan

29. The following points may be helpful in understanding the way I have approached my report on the Plan and the observations and recommendations which I make upon it:

- the recommendations I make concentrate on the policies themselves, since that is what the basic conditions relate to;
- I have addressed the policies in the order that they appear in the submitted plan and have set out my views about each of them, irrespective of whether or not any modification is thought necessary;
- my recommendations for changes to the policies and any associated or free-standing changes to the text of the Plan are highlighted in ***bold italic print***.

30. The Plan document (which is presented in a straightforward manner, with generous use of plans, tables and photographs) begins with a summary of the background to its origins, set in the framework of the status and purpose of neighbourhood plans, together with how they should be prepared and what they may contain. The overall vision underpinning the CBNP is given as:

.....to preserve and protect the distinct and attractive rural character and tranquility of the conservation village. Highly valued green spaces, paddocks, trees, and important views are key to ensuring that the village is maintained for future generations. The countryside landscape, wildlife habitats and biodiversity will be protected and enhanced, and the rural economy will be strongly supported.

The village will remain a good place to live with a high-quality mix of housing serving a diverse multi-generational population. Any new development will be sympathetic in design by acknowledging the existing historic vernacular and materials and will have a positive impact on both sustainability and the environment. Village assets, including listed buildings and heritage buildings, will be maintained.

Road safety is also of paramount importance and the vision is that roads will be safe for all users: traffic, pedestrians, wheelchair users, children and babies, horses.

The vision also strives to ensure that the strong sense of community will be maintained and strengthened. Community facilities will be improved where possible to meet the needs of a diverse population.

31. This is followed by a more detailed set of 10 objectives dealing with housing, community facilities, the natural and physical environment, employment aspirations and related matters. There is a summary of how the Plan was prepared; a brief history of the Parish; a short explanation of how the Plan seeks to meet the objectives of sustainable development; and a summary of the wider planning context. There then follow 26 policies (grouped under six headings), each preceded by appropriate explanatory material. There is a commitment to review the Plan in 2023, or to tie in with any review of the Rushcliffe Local Plan if the timing requires it. A number of “Community Actions” are included after several of the policies: these

are appropriately separated out from the policies themselves, in line with best practice on this point.

32. While the Plan is broken into sections, effectively delineating the topics to be addressed, the individual paragraphs are not numbered. ***In order to make it easier for users of the Plan to refer to them, I recommend that all paragraphs are numbered.*** I note that this is also a suggestion of RBC.

Representations received (Regulation 16)

33. 16 representations were made in response to the submitted Plan. Five bodies (the Coal Authority, Highways England, Historic England, the National Grid and Natural England) had no specific comments or objections. Nottinghamshire County Council made a number of detailed observations which do not, in my opinion, impinge on my role in examining the Plan (but which the Parish Council are free to take into account as they see fit). I will deal with the representations of the Colston Basset Trust, which have a substantial land-holding within the Parish, principally under Policies H1 and ENV1. Rushcliffe Borough Council propose a number of amendments to Policies H1, H4, ENV2, ENV3, BE4 and BE5 – I will respond to these points under each of the policy heads. Severn Trent plc recommend the use of the term “watercourses” as opposed to “streams” in a number of places in the Plan. I see no need to make this the subject of a formal recommendation, but invite the Parish Council to consider adopting the idea.
34. The remaining seven representations are from local residents: these focus on the housing issue, especially in relation to the specific allocations proposed and, in some cases, concern about the way in which the two sites were selected. Again, I will give my reaction to these observations when dealing with Policy H1.

The policies

Policy S1: Settlement boundary

35. As noted earlier, the Plan seeks to define the areas within which development would normally be acceptable in principle. Figure 2 clearly indicates the proposed settlement boundaries, showing two distinct elements - one based on the main village centre and its linear extensions from north-east to south-west, the other being based on the (largely) newer housing enclave in the grounds of Colston Hall. The first of these takes into account the proposed development at sites 1 and 2 (see Policy H1). The introduction includes a helpful summary of the methodology used in the definition of the settlement boundary.
36. The policy itself supports the principle of development within the settlement boundary, where proposals would comply with other relevant policies in the Plan (the supporting notes point out that some sites within the village envelopes would be protected from development). Outside the boundaries, land is to be treated as open countryside, and thus subject to the constraints set out in relevant NPPF and Local Plan policies.
37. The Colston Bassett Trust (CBT) point out that the list of what might constitute acceptable exceptions to these constraints (“development essential to the operational requirements of agriculture and forestry or small-scale development for employment, recreation sport and tourism”) differs from the much more comprehensive list set out in Local Plan Part 2 Policy 22.

No justification for this difference is provided. Given the comment in the 11th paragraph of section 7.1.1 of the CBNP to the effect that “where suitable district-wide policies already exist in the Rushcliffe Core Strategy, emerging [now adopted] Local Plan [ie Part 2] or NPPF they are not duplicated in this Neighbourhood Plan”, **I recommend that the last sentence of Policy S1 be deleted.** This means that Local Plan Policy 22 would apply unmediated and secures clarity of the policy framework.

38. Subject to this modification, I am satisfied that Policy S1 meets the basic conditions.

Policy H1: Residential site allocations

39. The introductory material to this policy sets the context by aiming “to retain this compact, characterful village”⁶ and to respond to the significant socio-economic changes which have occurred over the last 50 years, especially relating to the shift from what was primarily a farming community to what is now a much more diverse one. A particular issue highlighted is that of affordability in the housing stock, the survey work on the Plan also having identified a need for smaller properties, especially to buy rather than rent.
40. An exercise was carried out to explore what the Plan describes as “the limited options” for new housing within the Parish, and the results of this are attached to the submitted Plan as Appendix 3⁷. The outcome of this work was that two sites facing each other on Harby Lane were selected, yielding 10 units between them. The settlement boundary has been adjusted to accommodate these allocations. Site 1 (to the north) is allocated for six dwellings, while site 2 is for four. With slight variations of detail between the two, housing for 2-3 bedroom houses would be supported on each of these sites, subject to the removal of permitted development rights and site investigations being carried out (because of possible contamination from their former agricultural use). In addition, support for the development of site 2 would be conditional on the submission of evidence of any archaeological value.
41. CBT, while supporting the policy in principle, consider that the requirements for site investigations are inappropriate at the plan-making (as opposed to the planning application stage), and might be unduly onerous. RBC broadly take the same view in relation to site 1, but support the approach to evaluating any archaeological remains in site 2. CBT also object to the inclusion of the last sentence of the third criterion under site 2, which speculates on the consequences of the discovery of any archaeological assets for the viability of the development.
42. All of the local residents objecting to the submitted Plan were concerned about the proposal for site 2 (and this was also the subject of a petition earlier in the process carrying 83 names). There was more limited objection to the development of site 1. The main points raised may be summarised as follows:
- if these sites were to be developed, the total of new housing (when infill is taken into account) would be more than the 10 units or so the village needs, which was the maximum figure upon which residents were consulted;
 - development here would damage the setting of the conservation area and remove two valued open spaces, both outcomes conflicting with the stated aims of the Plan;
 - the allocation at site 2 is larger than that upon which people were consulted and it would leave the remaining part of this paddock vulnerable to further development;

⁶ As a minor point, I suggest that there is an error on the fourth line of section 7.2.1, in that the centre of the village lies to the east of the River Smite, and not the west.

⁷ not Appendix 4, as stated at the beginning of section 7.2.2

- in addition, this site was supposed to be for bungalows – the wording of the Policy as it stands is weaker in that respect;
- generally, there has been a lack of transparency since the public consultation, and this is a matter which should be investigated.

43. It is important for those reading this report to understand that my role as examiner is not the same as that of a planning Inspector appointed to determine an appeal against a refusal of planning permission. My brief does not extend beyond an assessment of the CBNP in terms of the basic conditions and related statutory provisions. What this means in practice is that, provided those matters have been satisfactorily dealt with, it is not for me to come to a view on the detailed planning judgements which have led the qualifying body to allocate certain areas of land for development in preference to others. In any event, were I to do so, it might be said that such an intervention would conflict with the underlying purpose of neighbourhood planning. It is also the case that any concerns about the *propriety* of the process by which the Parish Council made its final selections cannot be addressed by this examination: other mechanisms exist for looking into that aspect of the matter, should it be felt necessary.
44. All that having been said, It seems to me that there is no reason to doubt the key decision made by the working group – that the housing needs of the village to 2028 would be satisfactorily met by a combination of windfalls arising within the existing built-up area and a relatively small number of dwellings on land immediately adjacent to it. In addition, I consider that other policies in the Plan (such as H2 and D1), together with the various criteria set out in policy H1 itself, provide the opportunity to deliver the most appropriate housing mix, and also to protect the conservation area from visual harm.
45. While I have noted concerns about possible contamination at site 1 as a result of former agricultural activity (raised by RBC’s environmental health officer), there is insufficient evidence here to justify a requirement “up-front” for site investigations to be carried out. This is a matter which would be routinely handled at the point where a planning application is made. While I see no reason to remove the reference to the possibility of contamination in the supporting text (suitably amended in the light of my recommendation), ***I recommend the deletion of criterion 4 from Site 1.***
46. A similar requirement for site investigations, but this time relating to archaeological interest, is found at criterion 3 of site 2. In this case, information gleaned as a result of a Heritage Assets Assessment carried out by RBC goes some way towards supporting the case for a precautionary approach. Nevertheless, I accept the point made by the Colston Bassett Trust on this issue: they refer to NPPF paragraph 189, which states “*Where a site on which development is proposed includes, or has the potential to include, heritage assets with archaeological interest, local planning authorities should require developers to submit an appropriate desk-based assessment and, where necessary, a field evaluation*”. CBT refer to the potentially high cost of trial trenching (a specific requirement of the policy) and say that desktop research at the planning application stage is all that should be needed. I agree with them, and ***recommend that criterion 3 under site 2 be deleted.*** As with the contamination issue at site 1, I see no reason not to keep the reference to site 2’s possible archaeological assets in the supporting text – again, suitably amended.
47. Similarly, the statement that planning permissions “will be subject to a condition that future permitted development rights are removed.....to protect the Conservation Area” is unnecessary and unreasonable: applications will need to be judged on their merits, including the need to consider what steps (if any) would be required in order to safeguard the character or

appearance of the Conservation Area⁸. ***I recommend that criterion 5 in relation to site 1 and criterion 4 in relation to site 2 are deleted from the policy.***

48. RBC draw attention, in relation to site 2, to the requirement that the design of the housing should comply with the standards set out in the Building Regulations 2015, part M4(2). They refer to Government guidance which states that neighborhood plans should not be used for this purpose. I accept that point, and would add that planning policies should generally not seek to duplicate requirements established under other legislation (which would need to be complied with anyway). ***I therefore recommend that criterion 1 in relation to site 2 be restricted to the words “it is for four dwellings which should be single or one and a half storey and constructed to meet the needs of older people”.***
49. CBT suggest that, as drafted, Policy H1 would permit exactly 6 dwellings (site 1) and 4 dwellings (site 2); I agree with the point they make and ***recommend that the references should be “up to” 6 and 4 dwellings respectively.*** They also say that there is a need for flexibility in the application of the requirement (on both sites) for “a mixture of two and three bedroom dwellings, including home ownership models”: they do not suggest any specific alteration to the wording of these parts of the policy, which I consider to be broadly suited to its purpose. CBT also point out that the first full paragraph on page 21 (supporting text), in referring to maximum ridge heights, is not consistent with the wording of the Policy (Site 1 criterion 2). ***I recommend that that this discrepancy be removed.***
50. As a minor point, ***I would suggest that in the bottom line of page 15, the word “avoiding” in the phrase “avoiding the uncertainty that comes with speculative development...”, be replaced with “reducing”.*** This would accord better with the reality of the situation.

Policy H2: Housing mix
Policy H3: Windfall sites

51. Based on the findings of a Housing Needs Report (April 2017) , carried out by YourLocale on behalf of the working group, together with results of the consultation exercises, the Plan seeks to give priority to smaller, more affordable housing of two to three bedrooms for ownership, together with suitable accommodation for elderly residents. This is given effect by Policy H1 so far as the two new allocations are concerned. Policies H2 and H3 appear to be intended to apply to all other new housing within the village, but this is not as clear as it might be, with the requirements in relation to the preferred size of dwellings (essentially referenced by the number of bedrooms) being particularly difficult to understand.
52. As drafted, the three policies would support development being:
- “dwellings [of] no larger than 3 bedrooms” and “a mixture of 2 and 3 bedroom dwellings” (H1 - the specific requirements for site 1);
 - designed to “meet the needs of older people”, and “a mix of 2 and 3 bedroom dwellings” (H1 -the specific requirements for site 2);
 - “a mixture of housing types specifically to meet identified local needs....”, with “dwellings of 3 bedrooms or fewer.....” (H2, which I assume is intended to apply to the whole Parish);
 - of “less than three dwellings” (a specific requirement for windfall sites); and

⁸ S.72 Planning (Listed Buildings and Conservation Areas) Act 1990

- with “developments of two units [being required to] include at least one dwelling that is no more than three bedrooms in size” (the preamble to H3, but not actually part of it).

53. While the broad objective here is amply supported by policies at national and local level, this is a rather confusing set of preconditions. While not raising any issues for the basic conditions per se, it makes it difficult for users of the Plan to readily understand its expectations, especially in relation to precisely what requirement relates to where. ***I recommend that the simplest way of dealing with this is to start with an over-arching policy (based on H2) which sets out the approach to new housing to be taken throughout the Parish, followed by any additional requirements which relate only to site 1, site 2 and windfall sites. At the same time, it should be made clear what is intended to be a policy requirement as opposed to supporting text*** (see the last bullet-point above).

Policy H4: Tandem and backland development

54. This policy supports tandem and backland development in gardens of existing properties “unless it causes harm to residential amenity or harm to the local area”. I have noted that this is expressed in a positive way, as suggested by RBC, but further detail is needed if the policy is to have any practical value. In particular, ***I recommend that the key criteria to be used in any assessment of harm (both to residential amenity and more generally) should be set out in the policy.***

Policy D1: Design

55. Policy D1 requires new development to “enhance the local distinctiveness of the area in which it is situated, particularly within the Conservation Area”, and it sets out seven more detailed considerations which need to be taken into account, where relevant. There is no conflict here with either national or local policy; however, the requirement to “enhance” will not always be appropriate or practicable and may be unduly onerous in smaller schemes. I therefore recommend that the beginning of the Policy should read: ***“Development will be required to preserve or enhance the local distinctiveness...”***. This mirrors the wording of the statutory duty placed on local planning authorities in relation to conservation areas.

Policy ENV 1: Local green spaces

56. Policy ENV1 takes into account NPPF paragraph 76: *“Local communities through local and neighbourhood plans should be able to identify for special protection green areas of particular importance to them. By designating land as Local Green Space, local communities will be able to rule out new development other than in very special circumstances”*. Paragraph 77 of the NPPF goes on to say that the Local Green Space designation will not be appropriate for most green areas or open space, and should only be used where three criteria are met, namely:

- *where the green space is in reasonably close proximity to the community it serves;*
- *where the green area is demonstrably special to a local community and holds a particular local significance, for example because of its beauty, historic significance, recreational value (including as a playing field), tranquility or richness of its wildlife; and*
- *where the green area concerned is local in character and is not an extensive tract of land.*

57. I visited each of the three areas for which policy ENV1 would provide special protection and have no reason to question the appropriateness of their proposed designation. I note that certain other valued sites (see Policy ENV2) have not been included as formal local green spaces on the grounds that the NPPF criteria are not fully met: this is evidence that the Plan working group have been selective and imposed the necessary discipline on the exercise.
58. CBT point out that the continued use of the paddock to the right of the village hall (one of the sites in question) as a community facility remains at the Trust's discretion. I understand this, but it is not something which impacts on the interpretation of the criteria set out for designation of local green spaces.
59. The policy states that any development within the areas concerned will only be permitted in very special circumstances, and "will be expected to mitigate the loss of these valued spaces": ***this last phrase might appear to countenance the complete loss of one or more of the protected areas – something which I imagine was not the policy's intention. I recommend that that phrase be deleted and replaced with "and must not undermine their visual and social importance"***.
60. The three LGS sites are shown on Figure 4; however, they are numbered in accordance with the assessment exercise described in Appendix 6 to the Plan, rather than as locations (i), (ii) and (iii) in Policy ENV1. ***I recommend that figure 4 be amended appropriately.***

Policy ENV2: Protection of other sites and features of environmental and historical significance

61. Figure 5 of the Plan (supported by Appendix 6) identifies sites within the Parish which are recorded as Priority Habitats by Natural England; Local Wildlife Sites; land identified as being of high biodiversity significance; and parcels of known historical significance. Development within these areas will be permitted under Policy ENV2, so long as certain specified requirements are met. This approach is clearly supported by policies at local and national level; ***however, for the avoidance of any doubt, I recommend that the second sentence of the Policy be amended to read: "Where development is considered acceptable in principle, having regard to other relevant policies in this Plan, it will be supported subject to the following requirements: (a-c)"***. In addition, Figure 5 appears not to show the sites considered to have historical (as opposed to environmental) significance. ***I recommend that Figure 5 be amended appropriately.***

Policy ENV3: Biodiversity and wildlife corridors

62. Policy ENV3 aims to afford similar protection to "locally-significant and locally-important habitats and species.....especially those protected by relevant English and European legislation as shown in figure 6 below". However, figure 6 only shows "The River Smite Biodiversity Focus Area" (the definition of which is mentioned in the first paragraph of section 7.3.8 of the Plan). ***It is therefore difficult to understand whether the scope of the policy is entirely reflected in the map, and I recommend that this matter is clarified.***
63. The Policy goes on to state that "New development must seek to promote biodiversity and will be supported where.....", and this is followed by five specific requirements. ***It is not clear whether this part of the policy is intended to relate only to the land shown in figure 6, or to the whole of the Plan area. I recommend that this be clarified.*** In addition, some of the detailed requirements seem to me over-prescriptive, and may well be impracticable in relation

to small schemes, in particular:

- the design of [all?] new development must include new habitats for wildlife (criterion b)
- water-bodies must be incorporated into any development (criterion e).

I recommend that the phrase “New development must seek to to promote biodiversity and will be supported where.....” be altered to read “New development must seek to promote biodiversity. Where appropriate and practicable, the following measures will be required.....[a-e]”.

64. RBC question the requirement for an environmental/ecological impact assessment for any development of plots of more than one acre. In a formal sense these are not generally required unless the proposal might be expected to have “significant impacts”, and this is something that would need to be addressed at the time an application is made. ***I agree with RBC on this and recommend the adoption of their suggested re-wording of point d): “Development which is likely to significantly harm a local or nationally-important biodiversity asset will require an ecological assessment”.***
65. The Policy is appropriately supported by *Community Action Env 2*, which notes the Parish Council’s intention of carrying out a range of management actions “on the ground.” It provides a local application of strategic objectives set out in Section 16 of the NPPF and Local Plan Core Strategy policy 17.

Policy ENV4: Important trees and woodland

66. This policy is a straightforward requirement to ensure that any damage to, or loss of, Important trees, woodland and hedges is mitigated close to the relevant site. This directly reflects Local Plan Policy 37 and NPPF paragraphs 170 and 175.

Policy ENV5: Important views

67. The preface to this policy refers to the undulating form of the landscape within the parish, something which affords frequent long-distance views (particularly across the Vale of Belvoir to the escarpment). It is clear that these contribute greatly to the character of the village, and Policy ENV5 properly seeks to ensure that new development respects them. The locations of these vantage points are clearly shown in Figure 8, and the six sites are illustrated with photographs. ***I recommend that reference to Figure 8 be included within the wording of the policy.***

Policy ENV6: Footpaths and bridleways

68. Figure 9 illustrates the significant network of rights of way within the Parish, and Policy ENV6 requires new development to protect it. “Additional connectivity” should be provided where appropriate. In its own terms, this second requirement is supported by the Local Plan Core Strategy and NPPF paragraph 91. ***However, to aid clarity, I recommend that either the supporting text for the policy (section 7.3.11) or the policy itself give some indication as to where the priority lies for new or enhanced connections. This information could usefully be included in Figure 9 in diagrammatic form.***

Policy ENV7: Managing flood risk

69. Figures 10 and 11 of the Plan are two maps provided by the Environment Agency showing which areas of the Parish are at risk of flooding from both surface-water and rivers, graded from high to very low. Policy ENV7 simply requires new development to demonstrate that the site in question is safe from flooding and that it would not increase the risk of flooding elsewhere. While it does not set out the steps that might be needed to satisfy this requirement, section 7.3.12 refers to the need for best practice to be adopted in this regard: this is something which I anticipate would be done during routine development management procedures. In addition, *Community Action Env 4* sets out the Parish Council's intention to work with the appropriate agencies to address the current flooding problems in the village. The policy reflects the approach set out in Section 14 of the NPPF and Core Strategy Policy 17.

Policy ENV8: Light pollution

70. There was a great deal of local support for maintaining the current low level of night-time light penetration. Policy ENV8 reflects this, and recognises that there are design solutions in relation to new development which can help to deliver that objective. *Community Action Env 5* explains that the Parish Council will also encourage appropriate action in relation to existing development. The policy applies locally the objectives of NPPF paragraph 180 c).

Policy ENV9: Renewable energy infrastructure

71. This policy is intended to ensure that any development associated with renewable energy projects takes into account the impact on the landscape and tranquility of the Parish. As worded, however, it implies that such projects would always necessarily cause harm, which should not be assumed. ***I recommend that the phrase "any adverse impact" be inserted, so that it reads: "Renewable energy developments will only be permitted where any adverse impact on the parish landscape and tranquility can be mitigated".***

Policy CF1: Retention of community facilities, amenities and assets

Policy CF2: New or improved community facilities

72. Section 7.4 of the Plan lists and describes the most important social assets in the Parish. In common with many rural villages, these are seen as vital to the daily life of its residents, and Policy CF1 seeks to provide the planning framework for five assets in particular by stating that any development which might lead to their loss will only be supported if certain requirements are met. Support in principle for new facilities is given by Policy CF2, which sets out a range of relevant criteria to guide the development management process. *Community Actions CF1 – CF5* add further detail to the basic strategy. This overall approach towards maintaining a sustainable rural community is strongly encouraged in several places by the NPPF and Local Plan.
73. CBT consider that it is presumptuous to identify the paddock to the left of the village hall as a community asset, since its continued use for car-parking remains at their discretion. The Trust's position on this is therefore similar to their response to the designation of a local green space

on the opposite side of the hall. I do not, however, consider that land ownership should be a determining factor here, and have concluded that no change to the policy is necessary on those grounds.

Policy TRS1: Traffic management with regard to new development

74. I was able to see for myself that there are certain “pinch-points” within the built-up areas of the Parish where care has to be taken by drivers, pedestrians and cyclists alike. This is due to the narrowness of the lanes (and especially two listed heritage bridges) and frequent absence of footpaths. The village sits astride a well-used route linking Cotgrave and Harby, which makes a double dog-leg at the heart of the settlement, and heavy goods vehicles in particular clearly make a significant impact on the daily life of the residents, as does the general speed of traffic and lack of safe off-street parking.
75. The Plan sensibly recognises that measures to address these concerns will rely heavily on traffic management techniques: *Community Actions TRS1 and TRS2* commit the Parish Council to developing a coherent action plan and working with the relevant agencies to bring about improvements. Policy TRS1 itself promotes the need to minimize any increase in vehicular traffic and sets out complementary land-use planning measures, such as the need to identify and deal with site access issues. These provisions are wholly in line with national and local planning policy and best practice.
76. I would, however, draw attention to criterion d), which says that all development “must consider, where appropriate, the improvement and, where possible the creation of footpaths to key village services.” Because of the absence of any geographical context here, it is not clear from this what action a prospective developer would actually be expected to take in order to satisfy the requirement of the policy. I also consider it advantageous to deal with this issue under Policy TRS3, which covers very similar ground. ***I recommend that more specific guidance be given about the need to improve pedestrian connectivity, including the geographical areas to which priority should be given, and that the issue be dealt with under Policy TRS3.***

Public transport

77. This matter is addressed by *Community Action TRS3* which explains that the Parish Council will lobby the County Council to make improvements in the current levels of service.

Parking

78. As with the previous issue, no land-use planning policies are being promoted in order to enhance the supply of safe off-road car-parking in the village centre, but *Community Action TRS4* sets out certain management measures designed to help. I have noted that one of the paddocks next to the village hall is informally available for this purposes as and when required, but the Plan stops short of seeking to allocate this land on a permanent basis.

Policy TRS2: Electric vehicles

79. This policy would make it a requirement for all new residential development to provide a minimum of 7kW cabling on site, to facilitate the subsequent installation of an electric vehicle charging point. While there is no difficulty here in relation to the basic conditions, ***I recommend***
page 169

that the policy clarify whether or not it is intended to apply both to new-build and changes of use. The policy also encourages the provision in principle of communal charging points within the Parish.

Policy TRS3: Pedestrian paths/pavements

80. Policy TRS3 is a very generally expressed series of objectives. One of these (“encouraging walking over car-use”) **is not a land-use policy and I recommend that it either be deleted or re-phrased as a Community Action.** Development is supported where it would “maintain, upgrade and, where appropriate, extend the pedestrian footpath network”: the requirement to “upgrade...the network” is too vague to have any practical value in development management terms, and is potentially a very onerous one where very small-scale projects are involved. **I recommend that the preamble to the policy be re-worded: “Developments will be supported where they would maintain and, where appropriate, upgrade or extend the pedestrian footpath network”:**

Policy BE1: Support for existing businesses and employment opportunities

81. Section 7.6 of the Plan records the high degree of public support for welcoming more business within the Parish, so long as it was compatible with its predominantly rural nature. Alongside this was a desire to encourage younger people to make their homes in the village. Policy BE1 seeks to prevent the loss of appropriate premises or land, unless certain criteria are satisfied. In principle, this approach is broadly in line with national and local policies on the rural economy.
82. However, the wording of the policy needs some modification. The first sentence presumes against not simply the loss of premises or land currently providing a source of employment, but also encompasses that which might result in “future potential” opportunities for job-creation. No mechanism for requiring an applicant for planning permission to satisfy this element of the policy is suggested. In some local and neighbourhood plans, specific sites are identified to meet this objective; but in the absence of such an approach, this part of the policy is unlikely to have any practical value. **I therefore recommend that the reference to future potential employment opportunities be deleted.**
83. The second sentence of the policy states “Applications for a change of use to an activity that does not provide employment opportunities will only be supported where.....”. **For greater clarity, I recommend that this be amended to read: “Applications for the change of use of land or buildings which would involve the loss of an existing employment opportunity will only be supported where.....”** [followed by the two requirements].

Policy BE2: Support for new businesses and employment

Policy BE3: Home working

Policy BE4: Farm diversification

Policy BE5: Toursim

84. It is convenient to take these four policies together, since they have the similar broad objective of encouraging appropriate growth in the local economy. Between them, they contain appropriate environmental and amenity safeguards, and I see no difficulty in principle in terms of their compliance with the basic conditions. They find support in the NPPF at paragraph 83

and in Local Plan Policies 22 and 23.

85. However, in relation to Policy BE4, RBC point out that Local Plan Part 2 Policy 22's support for farm diversification includes not just the conversion of existing rural accommodation, but "the construction of new ancillary buildings". ***I recommend that Policy BE4 be brought into line with LP 22 in that respect, and that the phrase "conversion / adaptation work does not harm the local character..." at the start of criterion a) be replaced with "the development respects the local character..."***. As a minor comment, the wording at the end of the preamble to the policy would be improved if it said that changes would be supported "provided that etc".
86. I also agree with RBC that the first criterion of Policy BE5 is confusing in that it suggests there might be different policy responses to tourism proposals depending on whether they are located within or outside the settlement boundary, but does not really explain what these might be. ***I recommend that criterion a) in Policy BE5 be deleted.***

Policy BE6: Broadband and mobile infrastructure

87. This policy offers direct support for facilities needed to improve access to broadband and mobile telecommunications for both residents and businesses. Mast-sharing is preferred, and visual impact needs to be carefully considered – all reflected in strategic policies at both national and local level.

Conclusions on the basic conditions

88. I am satisfied that Colston Bassett Neighbourhood Plan makes appropriate provision for sustainable development. I conclude that in this and in all other material respects, subject to my recommended modifications, it has appropriate regard to national policy. Similarly, and again subject to my recommended modifications, I conclude that the Plan is in general conformity with the strategic policies in the development plan for the local area. There is no evidence before me to suggest that the Plan is not compatible with EU obligations, including human rights requirements.

Formal recommendation

89. I have concluded that, provided that the recommendations set out above are followed, the Colston Bassett Neighbourhood Plan would meet the basic conditions, and I therefore recommend that, as modified, it should proceed to a referendum. Finally, I am required to consider whether the referendum area should be extended beyond the Neighbourhood Plan Area, but I have been given no reason to think this is necessary.

David Kaiserman

David Kaiserman BA DipTP MRTPI
Independent Examiner

3 January 2020

APPENDIX 1 – SUMMARY TABLE OF RECOMMENDATIONS

Examiner's report paragraph	NP reference	Recommendation
32	Plan as a whole	<ul style="list-style-type: none"> number all paragraphs
37	Policy S1	<ul style="list-style-type: none"> delete final sentence
45	Policy H1	<ul style="list-style-type: none"> delete criterion 4 in relation to site 1
46	Policy H1	<ul style="list-style-type: none"> delete criterion 3 in relation to site 2
47	Policy H1	<ul style="list-style-type: none"> delete criterion 5 in relation to site 1 delete criterion 4 in relation to site 2
48	Policy H1	<ul style="list-style-type: none"> restrict the wording of criterion 1 in relation to site 2 as suggested
49	Policy H1	<ul style="list-style-type: none"> amend references to "up to" 6 and 4 dwellings respectively remove discrepancy between supporting text on page 21 and the policy itself in relation to maximum ridge heights
50	Policy H1	<ul style="list-style-type: none"> amend the word "avoiding" in the bottom line on page 15 to "reducing"
53	Policies H2 & H3	<ul style="list-style-type: none"> amend/combine the two policies as suggested to make it easier for readers to understand
54	Policy H4	<ul style="list-style-type: none"> set out the key criteria to be used in any assessment of harm
55	Policy D1	<ul style="list-style-type: none"> amend beginning of policy to read "Development will be required to preserve or enhance the local distinctiveness".
59	Policy ENV1	<ul style="list-style-type: none"> delete final phrase and replace with "and must not undermine their visual and social importance".
60	Figure 4	<ul style="list-style-type: none"> amend numbering of sites in figure 4 to accord with Appendix 6
61	Policy ENV2	<ul style="list-style-type: none"> amend second sentence as suggested amend Figure 5 to show sites of historical significance
62 & 63	Policy ENV3 & Figure 6	<ul style="list-style-type: none"> clarify the scope of the policy and amend Figure 6 if required
63	Policy ENV3	<ul style="list-style-type: none"> amend the phrase beginning "New development must seek" as suggested

64	Policy ENV3	<ul style="list-style-type: none"> • adopt the re-wording of point d) suggested by RBC
67	Policy ENV5	<ul style="list-style-type: none"> • include reference to Figure 8 within the policy itself
68	Policy ENV6	<ul style="list-style-type: none"> • provide an indication as to where the priority lies for new or enhanced connections
71	Policy ENV9	<ul style="list-style-type: none"> • amend to read “any adverse impact” as suggested
76	Policy TRS1	<ul style="list-style-type: none"> • provide more specific guidance on the need to improve pedestrian connectivity and deal with this issue under Policy TRS3
79	Policy TRS2	<ul style="list-style-type: none"> • clarify whether the policy applies to both new-build and changes of use
80	Policy TRS3	<ul style="list-style-type: none"> • either delete “encouraging walking over car use” or re-phrase it as a Community Action • re-word preamble to the policy as suggested
82	Policy BE1	<ul style="list-style-type: none"> • delete reference to future potential employment opportunities
83	Policy BE1	<ul style="list-style-type: none"> • amend second sentence as suggested
85	Policy BE4	<ul style="list-style-type: none"> • re-word as suggested to bring in line with LP22
86	Policy BE5	<ul style="list-style-type: none"> • delete criterion a)

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**Appendix 2: Colston Bassett Neighbourhood Plan
Decision Statement**



Colston Bassett Neighbourhood Plan

Decision Statement

11 February 2020

Colston Bassett Neighbourhood Plan Decision Statement

1. Summary

- 1.1 The draft Colston Bassett Neighbourhood Plan has been examined by an independent Examiner, who issued his report on 3 January 2020. The Examiner has recommended a number of modifications to the Plan and that, subject to these modifications being accepted, it should proceed to referendum. Rushcliffe Borough Council has considered and decided to accept all the Examiner's recommended modifications and, therefore, agree to the Colston Bassett Neighbourhood Plan proceeding to a referendum within the Parish of Colston Bassett.

2. Background

- 2.1 In 2016, Colston Bassett Parish Council, as the qualifying body, successfully applied for its parish area to be designated as a Neighbourhood Area under the Neighbourhood Planning (General) Regulations 2012. The Parish of Colston Bassett was designated as a Neighbourhood Area on 15 November 2016.
- 2.2 The plan was submitted to Rushcliffe Borough Council on the 22 July 2019 and representations were invited from the public and other stakeholders, with the 6 week period for representations commencing in August and closing on 16 September 2019.
- 2.3 The Borough Council appointed an independent Examiner; David Kaiserman, to examine the Plan and to consider whether it meets the 'Basic Conditions' and other legal requirements, and whether it should proceed to referendum.
- 2.4 The Examiner has now completed his examination of the Plan and his report was provided to Rushcliffe Borough Council on the 3 January 2020. He has concluded that, subject to the implementation of the policy modifications set out in his report, the Plan meets the prescribed Basic Conditions and other statutory requirements and that it should proceed to referendum.
- 2.5 Having considered all of the Examiner's recommendations and the reasons for them, the Borough Council has decided to make the modifications to the draft Plan, as set out at Appendix A, in order to ensure that the Plan meets the Basic Conditions and other legal requirements.

3. Decisions and Reasons

Recommended Modifications

- 3.1 The Examiner has concluded that, with the inclusion of the modifications that he recommends, the Plan would meet the Basic Conditions and other relevant legal requirements. The Borough Council concurs with this view and has made the modifications proposed by the Examiner in order to ensure that the Plan meets the Basic Conditions and for the purpose of correcting errors in the text, as set out at Appendix A.
- 3.2 The Examiner has recommended modifications to Policy H1 (see Appendix A), this includes the removal of criteria which require trial trenching. The need for trail trenching was established following the undertaking of a Heritage Impact Assessment by Rushcliffe Borough Council and the identification of ridge and furrow and earthworks within Site 2. Rushcliffe Borough Council subsequently advised that trial trenching was required. However as stated in paragraph 46 of the Examiners Report, paragraph 189 of the NPPF states that local planning authorities should require desk-based assessments and, where necessary, a field evaluation where a site has the potential to include archaeological remains.
- 3.3 As advised by the Examiner the supporting text for Policy H1 has been amended and reference to paragraph 189 of the NPPF has been included. Given this, Rushcliffe Borough Council has no objection to the removal of this criteria. Furthermore, Rushcliffe Borough Council have concluded that the requirements within the paragraph 189 of the NPPF would rule out significant environmental effects and the requirement to undertake a Strategic Environmental Assessment.

Additional Modifications

- 3.4 In accordance with the Paragraph 12 of Schedule 4B of the Town and Country Planning Act (1990), Rushcliffe Borough Council may make modifications to the plan which have not been recommended within the Examiner's Report. Rushcliffe Borough Council has made one additional modification to the draft Neighbourhood Plan. This minor change removes text referring to the submission of plan and the forthcoming referendum within the introduction to the plan. As this is the final version of the neighbourhood plan and will formally become part of the development plan, this text would be out of date when the plan is 'made' and unnecessary.

Referendum

- 3.5 As the Plan, with those modifications set out at Appendix A, meets the Basic Conditions, in accordance with the requirements of the Localism Act 2011 a referendum will now be held which asks the question:

“Do you want Rushcliffe Borough Council to use the Colston Bassett Neighbourhood Plan to help it decide planning applications in the neighbourhood area?”

- 3.6 The Borough Council has considered whether to extend the area in which the referendum is to take place, but agrees with the Examiner that there is no reason to extend this area beyond the Neighbourhood Plan area (the Parish of Colston Bassett). The referendum will be held in the Parish of Colston Bassett on Thursday 26 March 2020.

Date: 11 February 2020

Appendix A: Proposed Modifications to the draft Colston Bassett Neighbourhood Plan

Examiner's Report Paragraph	Neighbourhood Plan Reference	Report Recommendation	Response	Reason
32	Plan as a whole	Number all paragraphs	Paragraphs have been numbered	For clarity
37	Policy S1	The last sentence of Policy S1 should be deleted.	<i>"Exceptions will be development essential to the operational requirements of agriculture and forestry or small-scale development for employment, recreation, sport and tourism"</i> Deleted	To meet the Basic Conditions
45	Policy H1	Delete criterion 4 from Site 1	<i>"Site investigations to be carried out as a requirement of any planning consent"</i> Deleted	To meet the Basic Conditions
46	Policy H1	Delete criterion 3 under site 2.	<i>"Archaeological evaluation of the site via a scheme of trial trenching will be necessary to inform any planning proposals on this site. The results and findings of such a scheme should be submitted in support of a planning application for development of this site and in the absence of such a report applications may be refused on the basis that it will not have been demonstrated that development can</i>	To meet the Basic Conditions

Examiner's Report Paragraph	Neighbourhood Plan Reference	Report Recommendation	Response	Reason
			<p><i>avoid harm to heritage assets of archaeological significance. Depending upon the findings of this evaluation further archaeological investigation and/or mitigation may be required by way of condition. Should any necessary mitigation requirements prove impractical or render development on this scale unviable then development may not be able to proceed” Deleted</i></p> <p>Text in paragraph 102 which states <i>“Policy H1 was therefore strengthened to require further investigations to take place as part of any planning application process with mitigation measures applied if necessary to avoid risk to any heritage assets on the site” Deleted</i></p> <p>Replace text in paragraph 102 (see deletion above) with <i>“A desktop research exercise and, if necessary, field evaluations should</i></p>	

Examiner's Report Paragraph	Neighbourhood Plan Reference	Report Recommendation	Response	Reason
			<i>be undertaken at the planning application stage</i>	
47	Policy H1	Criterion 5 in relation to site 1 and criterion 4 in relation to site 2 should be deleted.	<i>"Development will be subject to a condition that future permitted development rights are removed for this development to protect the Conservation Area"</i> Deleted from site 1 and 2.	To meet the Basic Conditions
48	Policy H1	Criterion 1 in relation to site 2 should be restricted to the words <i>"it is for four dwellings which should be single or one and a half storey and constructed to meet the needs of older people"</i> .	Amendment made as proposed	To meet the Basic Conditions
49	Paragraph 97 and Policy H1	Recommend that the references should be <i>"up to"</i> 6 and 4 dwellings respectively. The discrepancy between paragraph 97 which refers to a maximum height of one and a half storeys and	Amendment made as proposed Change site 1 criterion 2 to say 'no more than 1 ½ storeys'	To meet the Basic Conditions

Examiner's Report Paragraph	Neighbourhood Plan Reference	Report Recommendation	Response	Reason
		Policy H1 Site 1 part 2 which refers to no more than two storeys should be removed.		
50	Policy H1	The word " <i>avoiding</i> " in the phrase " <i>avoiding the uncertainty that comes with speculative development....</i> " should be replaced with " <i>reducing</i> " in paragraph 70.	Amendment made as proposed	For clarity
53	Policy H2 and Policy H3	Policies H2 and Policy H3 should start with an overarching policy (based on H2) which sets out the approach to new housing to be taken throughout the Parish, followed by any additional requirements which relate only to site 1,	New section titled Windfall development has replaced Section 7.2.3 (Housing Mix) of the submitted plan. <i>"7.2.3 Windfall Development</i> <i>A windfall site is defined in the NPPF as one which has not been</i>	To meet the Basic Conditions

Examiner's Report Paragraph	Neighbourhood Plan Reference	Report Recommendation	Response	Reason
		<p>site 2 and windfall sites. At the same time, it should be made clear what is intended to be a policy requirement as opposed to supporting text</p>	<p><i>specifically identified in the development plan.</i></p> <p><i>To help protect the village character, development beyond the housing allocation described in H1 above will be restricted to windfall sites wholly within the Settlement Boundary and will be of no greater size than two new properties on any single site.</i></p> <p><i>To meet the need for smaller dwellings, single unit developments will be of a suitable scale to the site but developments of two units will include at least one dwelling that is no more than three bedrooms in size.</i></p> <p><i>The mix of housing proposed within the Neighbourhood Plan is based on the available statistical data and the views of residents obtained through various consultation</i></p>	

Examiner's Report Paragraph	Neighbourhood Plan Reference	Report Recommendation	Response	Reason
			<p><i>exercises including open events and a community questionnaire.</i></p> <p><i>Colston Bassett is a very small parish and at the time of the 2011 Census was home to 220 residents living in 104 households. Analysis of the Census shows that the majority (55%) of residential dwellings are detached which is higher than average for the district and for the region generally (32%). There is evidence that the population is ageing and in line with national trends the local population is likely to live longer and require "old persons friendly" housing provision as average life expectancy continues to rise.</i></p> <p><i>More than 45% of households live in houses with four bedrooms or more, which is higher than the district (33%) and the regional figure of 20%. Around 55% of all</i></p>	

Examiner's Report Paragraph	Neighbourhood Plan Reference	Report Recommendation	Response	Reason
			<p><i>occupied households have two or more spare bedrooms and around 32% have one spare bedroom. Under-occupancy is higher than the district, regional (20%) and England (19%),</i></p> <p><i>The specific housing mix required in the allocated sites is stipulated in policy H1.</i></p> <p><i>Policy H2 recognises that further windfall sites may come forward during the Plan period and specifies the housing requirements beyond the residential allocations provided in Policy H1. Further evidence of housing need is provided in the housing needs report (2016) as set out in Appendix 5.</i></p> <p>POLICY H2: WINDFALL SITES - Development proposals for infill and redevelopment sites of less</p>	

Examiner's Report Paragraph	Neighbourhood Plan Reference	Report Recommendation	Response	Reason
			<p><i>than three dwellings will be supported where:</i></p> <p><i>a) The location is within the Settlement Boundary for Colston Bassett;</i></p> <p><i>b) It retains existing important natural boundaries such as gardens, trees, hedges and streams;</i></p> <p><i>c) It provides for a safe vehicular and pedestrian access to the site;</i></p> <p><i>d) It does not reduce garden space to an extent where it adversely impacts on the character of the area, or the amenity of neighbours and the occupiers of the dwelling(s).</i></p> <p><i>e) The development provides a mixture of housing types specifically to meet identified local needs in Colston Bassett as evidenced in the Parish Housing Needs Report (2016) or any more</i></p>	

Examiner's Report Paragraph	Neighbourhood Plan Reference	Report Recommendation	Response	Reason
			<p><i>recent document updating this report. Dwellings of 3 bedrooms or fewer and single storey accommodation suitable for older people will be supported where in accordance with other policies.</i></p> <p><i>Any two-unit development should include at least one dwelling of 3 bedrooms or fewer."</i></p>	
54	Policy H4 (renumbered as H3)	The key criteria to be used in any assessment of harm (both to residential amenity and more generally) should be set out in the policy.	Following text has been added "... <i>Harm includes where this development reduces existing garden space to such an extent it adversely impacts on the character of the area or provides inadequate levels of private residential amenity of neighbouring and proposed dwelling(s).</i> "	For clarity and to meet the Basic Conditions
55	Policy D1	Policy D1 should be amended to read: <i>"Development will <u>be required to preserve or</u></i>	Amendment made as proposed	For clarity and to meet the Basic Conditions

Examiner's Report Paragraph	Neighbourhood Plan Reference	Report Recommendation	Response	Reason
		<i>enhance the local distinctiveness....”</i>		
59	Policy ENV1	The last sentence within the policy countenances the complete loss of one or more of the protected areas – something which I imagine was not the policy's intention. I recommend that that phrase be deleted and replaced with <i>“and must not undermine their visual and social importance”</i> .	Amendment made as proposed	For clarity and to meet the Basic Conditions
60	Figure 4	Figure 4 be amended appropriately to mirror Policy ENV1.	Policy changed to link to map reference and map amended to link to policy.	For clarity
61	Policy ENV2	The second sentence of the Policy (ENV 2) be amended to read: <i>“Where development is considered acceptable in principle, having regard to other relevant policies in this Plan, it will be supported</i>	Amendments to text made as proposed. Figure 5 has been amended to make clear that it refers also to sites considered to additionally have historical significance.	For clarity and to meet the Basic Conditions

Examiner's Report Paragraph	Neighbourhood Plan Reference	Report Recommendation	Response	Reason
		<p><i>subject to the following requirements:</i>"</p> <p>In addition, Figure 5 appears not to show the sites considered to have historical (as opposed to environmental) significance. I recommend that Figure 5 be amended appropriately.</p>		
62	Policy ENV3 & Figure 6	It is difficult to understand whether the scope of the policy (ENV 3) is entirely reflected in the map, and it is recommended that this matter is clarified.	"As shown in fig 6 below" has been removed	For clarity
63	Policy ENV3	It is not clear whether policy ENV3 is intended to relate only to the land shown in figure 6, or to the whole of the Plan area. This should be clarified.	<p>It applies to the whole of the Plan area.</p> <p>Propose changing the sentence to "<i>New development in the Plan area must seek to promote biodiversity and will be supported where:</i>"</p>	For clarity

Examiner's Report Paragraph	Neighbourhood Plan Reference	Report Recommendation	Response	Reason
		<p>The phrase <i>“New development must seek to promote biodiversity and will be supported where.....”</i> should be altered to read <i>“New development in the Plan area must seek to promote biodiversity. Where appropriate and practicable, the following measures will be required...”</i></p>	<p>Amendment made as proposed with addition of <i>“in the Plan area”</i> (see above)</p>	
64	Policy ENV3	<p>Recommend the adoption of RBC suggested re-wording of Policy ENV3 point d): <i>“Development which is likely to significantly harm a local or nationally-important biodiversity asset will require an ecological assessment”</i>.</p>	<p>Amendment made as proposed</p>	<p>To meet the Basic Conditions</p>

Examiner's Report Paragraph	Neighbourhood Plan Reference	Report Recommendation	Response	Reason
67	Policy ENV5	Reference to Figure 8 should be included within the wording of Policy ENV5.	Amendment made as proposed	For clarity
68	Policy ENV6	It is recommended that either the supporting text for Policy ENV6 (section 7.3.11) or the policy itself give some indication as to where the priority lies for new or enhanced connections. This information could usefully be included in Figure 9 in diagrammatic form.	There are no priorities for new or enhanced connections. Policy amended to delete " <i>and should provide additional connectivity across the parish, where appropriate.</i> "	For clarity and to meet the Basic Conditions
71	Policy ENV9	The phrase " <i>any adverse impact</i> " should be inserted within Policy ENV9, so that it reads: " <i>Renewable energy developments will only be permitted where any adverse impact on the parish landscape and tranquillity can be mitigated</i> ".	Amendment made as proposed	For clarity and to meet the Basic Conditions

Examiner's Report Paragraph	Neighbourhood Plan Reference	Report Recommendation	Response	Reason
76	Policy TSR1	Recommended that more specific guidance be given about the need to improve pedestrian connectivity, including the geographical areas to which priority should be given, and that the issue be dealt with under Policy TRS3	No change to policy TRS1 required. The following priority locations for pedestrian connectivity improvements added to TRS3: <ul style="list-style-type: none"> • Church gate – improved footpath for access to St. John's Church and the Village Hall • Harby Lane - New footpath to the Dairy • Sandpit Hollow – Improved accessibility for pedestrians 	For clarity and to meet the Basic Conditions
79	Policy TRS2	Recommended that the policy clarify whether or not it is intended to apply both to new-build and changes of use.	<i>"...involving new build or changes of use..."</i> included within first paragraph.	For clarity
80	Policy TRS3	Policy TRS3 is a series of objectives. One of these (<i>"encouraging walking over car-use"</i>) is not a land-use policy and it should either be deleted or re-phrased as a Community Action.	Criterion b) deleted.	To meet the Basic Conditions

Examiner's Report Paragraph	Neighbourhood Plan Reference	Report Recommendation	Response	Reason
		The preamble to the policy should be re-worded: <i>"Developments will be supported where they would maintain and, where appropriate, upgrade or extend the pedestrian footpath network"</i>	Amendment made as proposed	
82	Policy BE1	The reference to <i>"future potential employment opportunities"</i> should be deleted.	Amendment made as proposed	To meet the Basic Conditions
83	Policy BE1	Recommend that Policy BE1 be amended to read: <i>"Applications for the change of use of land or buildings which would involve the loss of an existing employment opportunity will only be supported where....."</i> [Followed by the two requirements].	Amendment made as proposed	To meet the Basic Conditions

Examiner's Report Paragraph	Neighbourhood Plan Reference	Report Recommendation	Response	Reason
85	Policy BE4	Policy BE4 should be brought into line with LP22 and that the phrase " <i>conversion / adaptation work does not harm the local character...</i> " at the start of criterion a) be replaced with " <i>the development respects the local character....</i> "	Amendment made as proposed	For clarity and to meet the Basic Conditions
86	Policy BE5	I recommend that criterion a) in Policy BE5 be deleted.	Amendment made as proposed	To meet the Basic Conditions
Additional Modifications Proposed by Rushcliffe Borough Council				
N/A	Introduction	N/A	The plan which is approved for referendum should be the version which will subsequently be adopted by RBC. References to the submission process, examination and the referendum process have been removed.	For clarity

Examiner's Report Paragraph	Neighbourhood Plan Reference	Report Recommendation	Response	Reason
			<p>Two paragraphs which precede paragraph 12 have been removed.</p> <p>Paragraph 12 has been amended to clarify the status of the plan once 'made.'</p>	
N/A	Contents Page	N/A	<p>The Basic Condition Statement and the Consultation Statement are listed on the Contents page (Appendix 1 and 2). These however are procedural documents legally required to support the plan and inform the examination process. As they do not assist RBC interpret policies within the plan they have been removed.</p> <p>Subsequent Appendices and references to them within the plan have been renumbered.</p>	For clarity

**Appendix 3: Illustration of Proposed
Modifications to the Colston
Bassett Neighbourhood Plan
2018 – 2028**



Colston Bassett

Neighbourhood Plan

2018 – 2028

Referendum Version January 2020



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Appendices

~~Appendix 1 – Basic Condition Statement (with submission version)~~

~~Appendix 2 – Consultation Statement (with submission version)~~

Appendix ~~1~~³ – Assessment of options for residential development

Appendix ~~2~~⁴ – Housing Needs Report

Appendix ~~3~~⁵ – Environmental Inventory

Appendix ~~4~~⁶ – Local Green Space - pictures

Foreword

1. The process of creating the Colston Bassett Neighbourhood Plan has been driven by Parish Councillors and members of the community and is part of the Government's approach to planning contained in the Localism Act of 2011. Local people now have a greater say about what happens in the area in which they live by preparing a Neighbourhood Plan that sets out policies that meet the need of the community whilst having regard for local, national and EU policies.
2. The aim of this Neighbourhood Plan is to put forward the wishes of the community regarding future development and to deliver local aspirations within the context of the strategic planning framework.
3. Colston Bassett Parish Council has overseen the development of the Neighbourhood Plan but has delegated its preparation to a Working Group
4. The Neighbourhood Plan contains a number of policies, including some areas where the Parish Council will support development activity, and other areas such as "Local Green Spaces" that the community wish to protect. These policies have been drafted following engagement with the residents, service providers and business community of Colston Bassett Parish.
5. We are grateful to Officers from Rushcliffe Borough Council who have supported us through the process and to our community for engaging so enthusiastically in the process. Many hours of volunteer time and expertise have made this plan possible. The Parish Council wishes to express sincere thanks to all the Parishioners listed here who kindly contributed to the development of the Neighbourhood Plan.

Jill Faulks

Bunty Fletcher

John Fletcher

Nick Goddard

David Lambert

Jim McGuirk

Janet Madden

Suzi McCullough

Sue Makin

Tony Makin

Jane Mayglothling

Nige Mayglothling

6. Colston Bassett is an attractive and popular place in which to live and the contribution from people who care about their community and want to make it better for generations to come is greatly appreciated.

CLlr Josie McGuirk - Chair

Colston Bassett Neighbourhood Plan Working Group

CLlr Richard Jackson - Chair

Colston Bassett Parish Council

1. Introduction

- ~~7. [This is the Submission Referendum version of the](#) [The](#) Neighbourhood Plan for Colston Bassett Parish. ~~It~~ has been prepared by the Colston Bassett Neighbourhood Plan Working Group. [This group](#), ~~which~~ brings together members of the local community and Parish Councillors and has been led by the Parish Council.~~
8. A Neighbourhood Plan is a new type of planning document that gives local people greater control and say over how their community develops and evolves. It is an opportunity for local people to create a framework for delivering a sustainable future for the benefit of all who live or work in that community, or who visit it.
9. As the Plain English Guide to the Localism Act 2011 states, “Instead of local people being told what to do, the Government thinks that local communities should have genuine opportunities to influence the future of the places where they live”.
10. It enables a community to create a vision and set clear planning policies for the use and development of land at the neighbourhood level to realise this vision. This includes, for example, where new homes, shops and industrial units should be built, what new buildings and extensions should look like and which areas of land should be protected from development.
11. Neighbourhood Plans can be general or more detailed, depending on what local people want. They must, however, be in general conformity with Borough-wide planning policies, have regard for national planning policies and must be prepared in a prescribed manner.
- ~~Comments received through the pre-submission consultation process and through independent examination have been taken on board and the Neighbourhood Plan amended where appropriate, and it is now ready to be submitted to Rushcliffe Borough Council who will consult on it further before it is independently examined and passed through for a referendum of everyone on the electoral roll in the Parish.~~
- ~~At the Referendum, those on the electoral register in Colston Bassett Parish will be invited to vote on whether or not they support it. At least 50% of those voting must vote yes for it to become a ‘Made’ statutory planning document.~~
12. ~~Once~~ ~~After being~~ ‘Made’, [the Neighbourhood Plan becomes part of the development plan](#) and each time a planning decision has to be taken by Rushcliffe Borough Council, or any other body, they will be required to refer to the Neighbourhood Plan (alongside the Borough’s own Core Strategy 2009 to 2026 and other relevant documents) and check whether the proposed development is in accordance with the policies the community has developed.
13. The NPPF (2018) states ‘Where a planning application conflicts with an up-to-date development plan (including any neighbourhood plans that form part of the development plan), permission should not usually be granted’

2. How the Neighbourhood Plan fits into the Planning System

14. The right for communities to prepare Neighbourhood Plans was established through the Localism Act 2011, which set out the general rules governing their preparation.
15. A Neighbourhood Plan forms part of the statutory Development Plan for the area in which it is prepared. This statutory status means that it must be taken into account when considering planning decisions affecting that area. It is not prepared in isolation. It also needs to be in general conformity with relevant national and Borough-wide (i.e. Rushcliffe) planning policies.
16. For Colston Bassett, the most significant planning document is the Rushcliffe Local Plan Parts 1 and 2 which set out the strategic planning framework for the District's future development up to 2028. They contain a number of policies and objectives which are relevant to Colston Bassett and which the Plan must be in general conformity with. These policies and objectives span issues such as the provision and location of new housing, providing strong and sustainable communities; protecting and enhancing historic character and local distinctiveness whilst protecting and enhancing natural habitats; and providing transport systems that reduce the need to travel. The Neighbourhood Plan is in general conformity with the policies contained in these documents.
17. Also important is the National Planning Policy Framework (NPPF). This sets out the Government's planning policies for England and how these are expected to be applied. The NPPF requires the planning system (including Neighbourhood Plans) to promote sustainable development and details three dimensions to that development:
- An economic dimension – they should contribute to economic development;
 - A social dimension – they should support strong, vibrant and healthy communities by providing the right supply of housing and creating a high quality-built environment with accessible local services;
 - An environmental dimension – they should contribute to protecting and enhancing the natural, built and historic environment.
18. Neighbourhood Plans must also be compatible with European Union (EU) legislation. Relevant EU obligations in relation to the neighbourhood planning process are those relating to Strategic Environmental Assessments, protected European Habitats and Human Rights Legislation.
19. This Plan and the policies it contains are consistent with the NPPF, Rushcliffe Local Plan and relevant EU legislation. Full details of how the Plan complies with these legislative requirements are set out in the Basic Conditions Statement (~~to be made available with the Submission version of this Neighbourhood Plan~~). Furthermore, these policies are specific to Colston Bassett and reflect the needs and aspirations of the community.
20. It is important to note that not having a Neighbourhood Plan does not mean that development won't happen. Development will still take place, but without the policies in this Plan, which set out the type of development that is in keeping with our area's

character having any effect. Decisions will be based on the Borough's Development Plan which comprises both the Local Plan and the Neighbourhood Plan.

3. The Plan, its vision, objectives and what we want it to achieve

21. The Plan area encompasses the whole of the Parish of Colston Bassett and covers the period up to 2028, a timescale which deliberately mirrors that for the Rushcliffe Local Plan.

22. Our vision is as follows:

The overall vision for Colston Bassett is to preserve and protect the distinct and attractive rural character and tranquillity of the conservation village. Highly valued green spaces, paddocks, trees, and important views are key to ensuring that the village is maintained for future generations. The countryside landscape, wildlife habitats and biodiversity will be protected and enhanced, and the rural economy will be strongly supported.

The village will remain a good place to live with a high-quality mix of housing serving a diverse multi-generational population. Any new development will be sympathetic in design by acknowledging the existing historic vernacular and materials and will have a positive impact on both sustainability and the environment. Village assets, including listed buildings and heritage buildings, will be maintained.

Road safety is also of paramount importance and the vision is that roads will be safe for all users: traffic, pedestrians, wheelchair users, children and babies, horses.

The vision also strives to ensure that the strong sense of community will be maintained and strengthened. Community facilities will be improved where possible to meet the needs of a diverse population.

Principal objectives

- To provide a balanced range of housing choices which meet the diverse needs of all generations, by increasing the supply of smaller homes and homes for elderly 'down-sizers';
- To encourage high-quality design reflecting the rural character of the village;
- To protect and improve the provision of current facilities and assets which contribute to a vibrant community spirit (e.g. Village Hall, Pub, Cricket Pitch, Churches);
- To promote the development of new community facilities which enhance and enrich community life;
- To safeguard the most valued and 'special' open spaces in the parish from inappropriate development;
- To enhance the biodiversity characteristics of the parish;
- To promote development that is safe and that respects the character of neighbouring properties and preserves the rural aspect of the village providing a strong 'sense of place';
- To ensure that the village is at the forefront of technological advancements that will support village employment opportunities;
- To ensure that all listed buildings and any identified community or environmental heritage 'assets' are protected and improved;
- To ensure development is compliant within the National Planning Policy Framework and the Local Plan and target growth identified by Rushcliffe Borough Council.

23. The Plan will be kept under review.

4. How the Plan was prepared

24. The Parish Council decided to undertake the formulation of a Neighbourhood Plan for Colston Bassett and appointed a Working Group to take the process forward. The Parish Council appointed the consultants 'Yourlocale' to advise and assist the Working Group.

25. The mandate was to drive the process, consult with the local community, gather evidence to support the development of policies and deliver the plan.

26. The whole of the Parish was designated as a neighbourhood area by Rushcliffe Borough Council on 15 November 2016.

27. All Parishioners were invited to an initial Consultation Day which was held in March 2017 in the Village Hall. The purpose of the Consultation was to find out which aspects of life in the village were important and highly valued, and which, if any, needed to change.



Village Hall Layout for Launch Event



Display Board

28. A series of 5 display boards and two large-scale village maps were set out in the hall (see above), each focussing on a topic relating to planning and development.



Comments and Feedback



Attendees

- [29.](#) The turnout was impressive, with 68 attendees (village population 220) from 39 of the 99 properties in the village, providing important input into the future development of the plan.
- [30.](#) In total 864 comments were received. A summary of the responses was distributed to every household.
- [31.](#) Theme groups were appointed to gather evidence and formulate draft policy ideas, and these groups and the Working Group met regularly reporting back to the Parish Council.
- [32.](#) An open invitation was sent to all businesses in the Parish to attend a meeting in the Village Hall on 17 October 2017.
- [33.](#) The theme groups also used output from the March 2017 consultation, plus information gathered from businesses, to develop a detailed questionnaire which was distributed to every household in November 2017. Responses were received from 64% of households and provided very clear direction for the Plan and the future of the Parish.
- [34.](#) A summary of the analysis was circulated to every household and an open event was held in the Village Hall on 3 February 2018, at which Parishioners could view all of the analysis and discuss issues. The full analysis was publicised on the Parish Web site.
- [35.](#) On 21 May 2018 an open event was held in the Village Hall to allow Parishioners to view draft policy statements and make their comments which contribute to the plan. A total of 51 people attended this session plus a representative from Rushcliffe Borough Council. A wide range of comments was made which have been taken into account when finalising the Neighbourhood Plan.
- [36.](#) There was overwhelming support for the draft policies amongst those who attended.



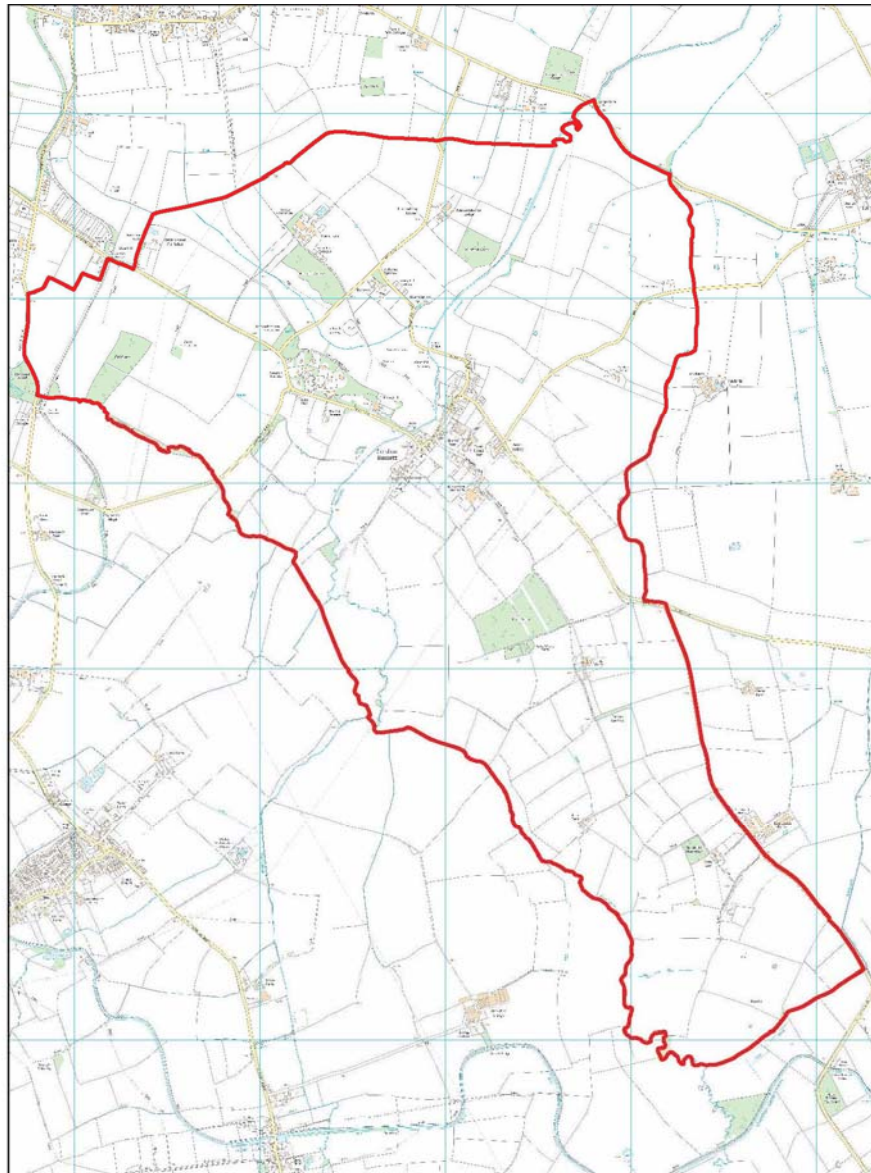
37. Throughout the process, people were kept informed by the regular monthly email briefing issued by the Parish Clerk, and these were supplemented at key points by leaflet delivery to every household.

5. Our Parish

38. The Plan area comprises the whole of the Parish of Colston Bassett, within the Borough of Rushcliffe, as shown in figure 1. High resolution versions of all figures are available in the supporting information.

39. The area was formally designated by Rushcliffe Borough Council on 15 November 2016.

Figure 1 – Parish of Colston Bassett – Designated Area



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5.1 History of Colston Bassett

- [40.](#) Colston Bassett is a small village with a wealth of history. Evidence in the form of Roman, Saxon, Viking coinage and pottery has been found in the surrounding fields. The landscape, in and around Colston Bassett, shows evidence of former ridge and furrow fields, deep ditches/dikes and dumbles; all remnants of a long established rural, farming community.
- [41.](#) Before the Norman Conquest, there appear to have been two manors, perhaps divided by the River Smite. The origins of the name possibly coming from a Saxon chief named 'Col' and 'ton' a settlement. The word 'smita' means 'a foul, miry place', so the River Smite seems to mean a dirty, miry or muddy stream.
- [42.](#) Morcaw, the powerful Saxon Earl of Northumberland, held the Manor of Colston. After the Battle of Hastings, Morcaw and his family initially acknowledged William as king and were left undisturbed, holding great swathes of land across England. After taking part in the Insurrection of 1068, his lands were forfeited and the Manor of Colston given to Thirstine the Norman, William's Chief Falconer. Colston became an estate village from then, until the present time.
- [43.](#) Records show that St Mary's Church was built in 1115 and is the oldest structure in the village, although, according to the Domesday Survey of 1086, the village already had a church and a priest.
- [44.](#) Ralph, son of Thirstine, succeeded his father around 1120 (during the reign of King Henry) and seems to be the first to take the name Basset. There followed a dynasty of eight Lord Bassets, all absentee landlords and the village became known by the family name - Colston Basset
- [45.](#) In 1604 Colston Bassett suffered from a 'severe visitation' of the plague. All communication was cut off from the surrounding villages. The Plague Stone, where monies and necessities were left, is thought to be situated on the corner of Owthorpe Lane, buried by turf.
- [46.](#) There is no substantiation in the legend that after the plague the village removed to its present position from the area around St Mary's Church. The results of a geophysical survey carried out in the area in 2009 and 2010 showed no evidence of buildings or fire pits from a former village.
- [47.](#) A copy of an Elizabethan map further indicates the absence of a village around St Mary's Church in 1600. The village shown in its present location has changed little over the years. The Estate map of 1877 clearly shows the arrangement of the village, the River Smite, ponds, named woods, trees, established hedges, original field names and numbers.
- [48.](#) In 1913, Colston Bassett & District Dairy was built and started trading a year later,

specialising in the production of Stilton cheese. The Dairy celebrated 100 years of trading in 2013 and is the largest employer in the village.

[49.](#) The Estate has been owned by the Le Marchant family since 1877, and as a consequence, building development has been relatively limited in Colston Bassett, helping to preserve its historic character and wooded, rural landscape.

[50.](#) During the last fifty years Colston Bassett has changed from being a predominantly farming village, to a broader community of farming, commuters and small businesses run from home.

[51.](#) The village was designated a Conservation Area in 1976.

5.2 Colston Bassett today

[52.](#) Colston Bassett is a small rural Conservation village (population 220), substantially untouched by large-scale development due to good stewardship and management by the Estate over many years.

[53.](#) The village is in particular characterised by the many small open paddocks which afford open



views to key features such as the Hall, St. Mary's Church, and St. John's Church (all listed buildings). The rural location, with green fields, trees, and beautiful views across the countryside are highly valued by residents. Access to pleasant walks, open green spaces, and living in an 'unspoilt' village are key features which

make Colston Bassett an excellent place to live. The built environment has to date not been affected by significant large-scale developments, which would detract from the village ambience. A good community spirit, providing welcoming and open access to village social events, church activities, and creating a positive atmosphere for family life, is a key characteristic. The Village Hall and the Martin's Arms pub provide well-supported community assets at the heart of the village, although in recent times the village has lost the valuable facilities of a shop, a state primary school, a post office, and a café.

[54.](#) Village demographics have undergone significant change over the last 50 years, from a predominantly farming community to one made up primarily of people from a professional background. The main employers are Colston Bassett Dairy (makers of

award-winning Colston Bassett Stilton), The Martin's Arms (award-winning dining pub), the (independent) Colston Bassett Primary School, plus farms and associated diverse farm businesses. A higher than average number of residents work from home or run businesses from home.



55. The average entry point for a three-bedroomed house in Colston Bassett (in excess of £360,000) combined with the current high proportion of large 4/5-bedroom homes, results in limited housing opportunities for young families and the elderly. Community consultation has confirmed that many residents

share this view. Additionally, the tenure of housing in Colston Bassett is not typical of the Borough as a whole. Over 25% of properties are private rental, consisting in the main of cottages owned by the Estate. There is a widely-held opinion that a modest increase in smaller family homes for home ownership is desirable, linked to a clear wish to widen the diversity and age profile of the village.

56. Two of the three approach roads into the village cross listed narrow single-track bridges over the River Smite, and roads are narrow lanes typical of a bygone age. A number of transport issues are a cause of considerable concern for many residents: peak flow through the village is growing and characterised by commuting traffic including to and from neighbouring villages (Harby, Hose, Cropwell Bishop,



Cotgrave), along with undesirable HGV traffic, which is small in volume but has considerable impact due to the narrow nature of the village roads. On street parking in the Village centre and along Church Gate which is not only dangerous but also causes difficulties for farm traffic. A very poor bus service makes day to day life for those without a car extremely difficult.

6. Meeting the requirement for sustainable development

57. The NPPF states that there are three dimensions to sustainable development: social, environmental and economic, all of which are important and interrelated.

a) Social

58. We have sought, through the Neighbourhood Plan, to safeguard existing open space for the future enjoyment of residents.

59. We are also seeking to protect existing community facilities and to deliver a mix of housing types so that we can meet the needs of present and future generations and ensure that we support the community's needs and its health, social and cultural wellbeing.

b) Environmental

60. In order to protect and enhance our natural, built and historic environment, we are seeking to ensure that housing development is of the right type in the right location, so that it does not harm but instead positively reflects the existing historic character of the area in order to:

- Protect the village identity and conserve the rural nature of its surroundings;
- Recognise the need to protect and, where possible, improve biodiversity and important habitats; and
- Provide for improved pedestrian facilities.

c) economic

61. Whilst the built-up parts of the parish of Colston Bassett are primarily residential, there is a small commercial element within the parish and a desire to ensure that appropriate economic activity is maintained as long as the local infrastructure supports it. We therefore wish to encourage employment opportunities in our area by:

- Supporting appropriate existing business development and expansion where the local infrastructure would not be adversely affected by the proposals; and
- Encourage start-up businesses and home working.

62. This document sets out local considerations for delivering sustainable development across Colston Bassett Parish. Development proposals should meet the requirements of all relevant policies in the Local Development Plan.

7. Neighbourhood Plan Policies

7.1. The Strategic Framework

7.1.1 Introduction

- [63.](#) The Colston Bassett Neighbourhood Plan is a key part of securing sustainable development as described in Section 1. The NPPF states that all plans should be based on and reflect the presumption of sustainable development and that neighbourhoods should plan positively to support local development.
- [64.](#) When considering development proposals, the Plan takes a positive approach that reflects the presumption in favour of sustainable development.
- [65.](#) Through the process of developing a Neighbourhood Plan, consideration has been given to the type and extent of new development required to meet the needs of the local community, where it should be located in the Parish, and how it should be designed.
- [66.](#) As the Publication Rushcliffe Local Plan (Part 2: May 2018) states ‘Rushcliffe’s housing target [is] a minimum of 13,150 new homes between 2011 and 2028’.
- [67.](#) Rushcliffe Core Strategy Spatial strategy 3 describes the spatial strategy as being to support rural housing which contributes to affordable housing where there is a need to protect existing services. Spatial Strategy Policy 3 establishes a hierarchy of settlements across Rushcliffe. It identifies Colston Bassett as an ‘other settlement,’ below Key Settlements, where development should be restricted to infill development, small scale allocations or exception sites. In accordance with the Core Strategy (Part 1 and Part 2), the Neighbourhood Plan establishes the village boundary, within which infill development is in principle acceptable, and allocates two small housing sites.
- [68.](#) The Local Plan (Part 2) describes Colston Bassett as amongst “the least sustainable locations for growth and covered by the housing in the countryside policy”. “New housing will be limited to small sites to meet a locally identified need (either through a housing needs survey or Neighbourhood Plan), housing to meet the needs of a rural worker, isolated homes in the countryside in accordance with NPPF paragraph 55, and replacement dwellings”.
- [69.](#) Through the Neighbourhood Plan, the opportunity has been taken to positively plan for development within Colston Bassett that meets a local need and helps to support local services. The Limits to Development (see below) have therefore been extended in order to accommodate the potential for housing growth to meet a local need and to support the existing services up to 2028. An additional benefit has been to direct residential development to the most suitable locations.

70. The allocation of two small scale residential sites will enable the Parish to secure the growth that is recognised as being necessary through small-scale developments in locations that are favoured by the community, ~~avoiding~~ reducing the uncertainty that comes with speculative development proposals that threaten the character of the village.
71. After community consultation, there was a clear preference to keep the special nature of the village intact for future generations to enjoy, therefore any new sites and density of development will be kept proportional to the size and character of the Parish. A substantial community questionnaire was undertaken in December 2017 to specifically address the issue of the location and extent of new housing in the Parish.
72. The Neighbourhood Plan supports two small residential sites and small-scale residential windfall development whilst also supporting limited business and commercial development that does not adversely impact on residential amenity. The Neighbourhood Plan also states how new housing should be designed, the housing mix required, as well as the improvements to the infrastructure that are needed to meet the requirements of the intended new development. In addition, by setting out a number of clear Community Actions, the Plan identifies on-going improvements in support of the land use proposals that will ensure delivery of the aims and objectives of the Neighbourhood Plan.
73. The Neighbourhood Plan is not intended to replace the policies contained in the Rushcliffe Local Plan or the requirements of the NPPF. It works in conjunction with these requirements to give additional, more detailed, Parish-wide specific policies that help to clarify and achieve the Community's vision. Where suitable District-wide policies already exist in the Rushcliffe Core Strategy, emerging Local Plan or NPPF they are not duplicated in this Neighbourhood Plan.
74. In considering development proposals, the Neighbourhood Plan takes a positive and supportive approach with a presumption in favour of the sustainable development contained in the NPPF and Rushcliffe Core Strategy and Local Plan Part 2.
75. Where there are no specific policies in this Neighbourhood Plan which are relevant to a planning application or a development proposal, the full provisions of relevant National and District-wide planning policies will apply.

7.1.2 Settlement Boundary

76. Within Rushcliffe, all the 'other villages' (Non-Key Settlements) beyond the Green Belt do not have defined settlement boundaries, within which certain developments are, in principle, acceptable. Beyond these boundaries, in the open countryside, residential development is restricted in line with local and national strategic planning requirements' The downside of such a policy can be that it overly restricts the necessary residential growth required to meet local needs and leads to an increase in house prices, making the Parish even more unaffordable to many.

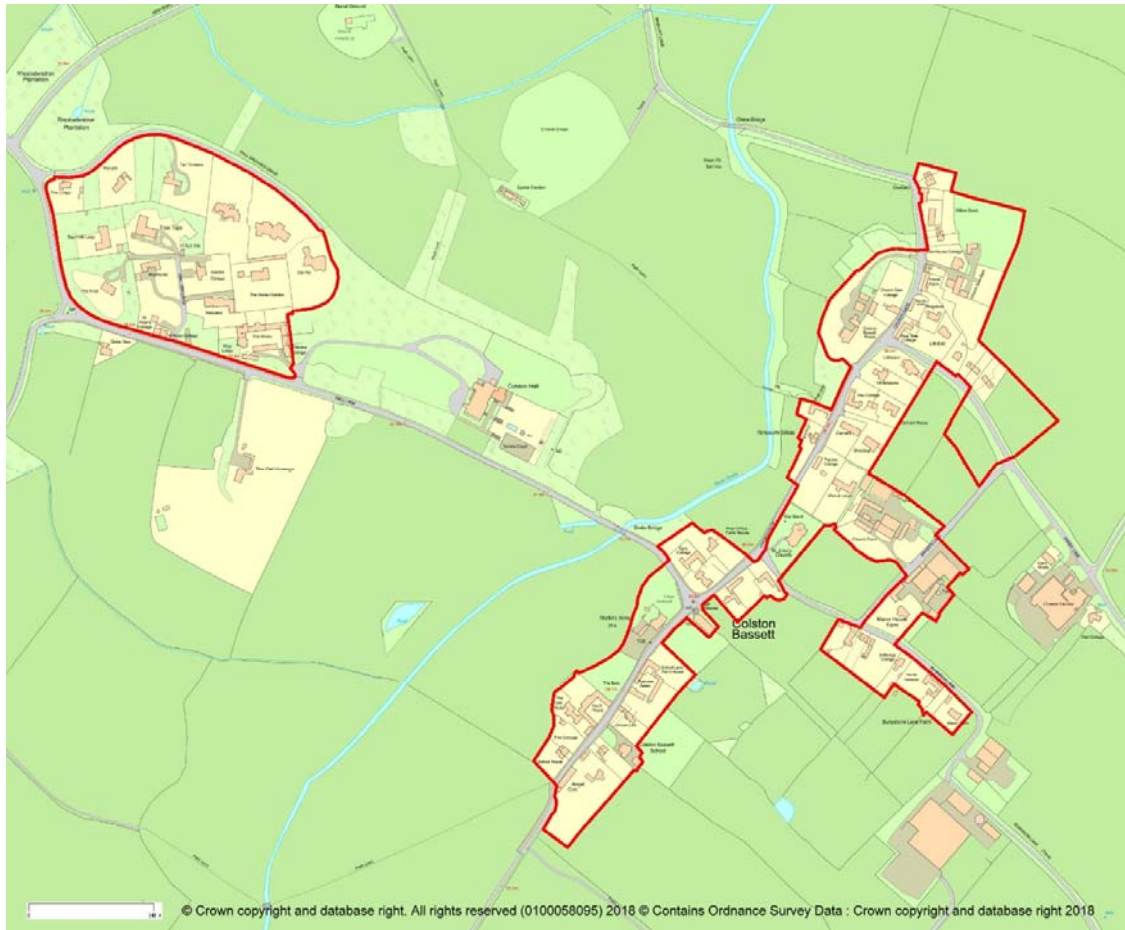
77. The purpose of the new Neighbourhood Plan Settlement Boundary policy is to ensure that sufficient land to meet residential and commercial need is available in the right locations. The identified land uses will be supported by the current and proposed transport links and services infrastructure and will therefore be able to avoid encroaching into the local open countryside.
78. The Neighbourhood Plan has therefore designated a Settlement Boundary policy for the built form of Colston Bassett – as shown below in figure 2. The Settlement Boundary takes into account the housing allocations proposed through the Neighbourhood Plan.
79. Two distinct Settlement Boundaries are shown. The first contains the original village centre with the Market Cross at its heart. The Village Hall, its two paddocks flanking either side, and The Martin’s arms Public House are the hub of Village activities. Properties in this part of the village are a mixture of Georgian and Victorian houses, brick and pantile cottages and barns, along with some more modern properties developed on infill or back-land sites. The second Settlement Boundary consists of the Colston Hall Grounds area which was developed in the mid 1960’s. Narrow driveways lead to a variety of modern detached properties. In addition there are mews houses, in the design of the listed Hall, which were converted from the Hall’s former stables.
80. Within each defined Settlement Boundary an appropriate amount of suitably designed types of development in the right location is acceptable in principle, although some sites within the Settlement Boundary are protected from development and all development will be required to take into account the policies within this Neighbourhood Plan.
81. To re-iterate, focusing development within the agreed Settlement Boundary will support existing services within the village and protect the open countryside setting of Colston Bassett from inappropriate development.

7.1.3 The Methodology used:

82. The community have expressed a clear desire to protect what is special about Colston Bassett for future generations. Its countryside setting, and the quiet pace of rural life are seen as being of particular importance.
83. In designating the Settlement Boundary, the Colston Bassett Neighbourhood Plan has applied the following methodology:
- 1.84. Defined physical features such as walls, fences, hedgerows, gardens, allotments, streams, formal leisure uses and roads have been used to delineate the boundary;
 - 2.85. Non - residential land which is countryside, agricultural land, paddock, meadow, woodland and/or other green-field land has been specifically excluded;
 - 3.86. The small residential sites allocated within the Neighbourhood Plan have been included within the Settlement Boundary;
 - 4.87. Any development will only be encouraged where the site is wholly within the

Settlement Boundary.

Figure 2 Settlement Boundary



- [88.](#) In statutory planning terms, land outside a defined Settlement Boundary, including any individual or small groups of buildings and/or small settlements, is treated as open countryside.
- [89.](#) It is national and local planning policy that development in the countryside should be carefully controlled. It should only be allowed where it is appropriate to a rural location, such as for the purposes of agriculture, or where it requires a rural location, for recreation, sport or leisure. In addition affordable housing developments may be acceptable beyond the settlement boundary (where open market housing is restricted) as exception sites.
- [90.](#) This approach to development in the open countryside is supported by this Neighbourhood Plan, in particular, because it will ensure that any development is focused in the built-up form of Colston Bassett which only has a very limited range of services and facilities.

91. The following policy (S1) will also help to maintain the special and unique landscape character and setting of Colston Bassett and protect the open countryside for what it is, an attractive, accessible, distinct and non-renewable natural resource.

92. The settlement boundary defines where Rushcliffe Borough Council Policies 11 (Housing developments on unallocated sites within settlements) and 22 (Development in the Countryside) of Local Plan Part 2 will be applied alongside policy S1. Small scale infill in the context of RBC policy 11 and development in 'other villages' will only apply to developments within the settlement boundary.

POLICY S1: SETTLEMENT BOUNDARY - Development proposals within the Neighbourhood Plan area will be supported on the sites within the Settlement Boundary as shown in Figure 2 (above) where the proposal complies with the policies in this Neighbourhood Plan including the need to achieve positive design and amenity standards.

Land outside the defined Settlement Boundary will be treated as open countryside, where development will be carefully controlled in line with local and national strategic planning policies. ~~Exceptions will be development essential to the operational requirements of agriculture and forestry or small scale development for employment, recreation, sport and tourism.~~

7.2 Housing and the Built Environment

7.2.1 Introduction

93. The core aim of this Neighbourhood Plan is to retain the integrity of Colston Bassett as a small and vibrant rural village. Colston Bassett has been designated a Conservation Area since 1975 with 7 listed buildings and limited community facilities. The Centre of the settlement lies to the West of the River Smite and is concentrated on School Lane and Church Gate. The village is characterised by predominantly cottage style housing with various undeveloped paddocks and gardens giving green open views in and out of the village along Church Gate, School Lane, Bakers Lane, Bunnison Lane and Hall Lane. The aim is to retain this compact, characterful village and to restrict future housing to within the Settlement Boundary.
94. Under the present Rushcliffe Borough Core Strategy Colston Bassett is classified as an ‘other village’ where development is carefully controlled in order to deliver a sustainable distribution of development and protect the integrity of the landscape, character and settlement pattern. Our aim is to continue to protect the integrity of the village of Colston Bassett for present and future generations.
95. The demographics of Colston Bassett have undergone significant change over the last 50 years. After the Second World War, it was predominantly a farming community with as many as six farms all with the principal housing and farm buildings within the village boundary. Alongside this principal form of employment was the cooperative cheese making dairy opened in 1913 and still producing nationally award-winning stilton cheese. Over the last 50 years some of the farms have ceased to operate and in many cases the land and buildings have been converted into residential development. As the principal agricultural employment has declined and the buildings replaced with three and four-bedroom houses, the population has changed from a predominantly manual class of workers to one which is now mainly people from a professional background.
96. The average entry point in Colston Bassett for a three-bedroomed house is in excess of £360,000. The community consultation has shown a demand for smaller and more affordable housing to be provided in the Parish. Through the Neighbourhood Plan the opportunity has therefore been taken to plan positively for housing delivery that meets a local need by allocating sites to help support local services and by supporting affordable housing, particularly home ownership models.
97. The allocation of the sites shown below under policy H1 will enable the Parish to secure the growth necessary up to 2028 to help to sustain the local community and its limited services, as well as contributing to the District’s housing target through locations that are favoured by the community.

7.2.2 Housing Allocations

98. An assessment of the limited options for residential development in the Parish was

undertaken by the members of the Housing Theme Group (See Appendix [13](#)). Two sites are put forward in this Neighbourhood Plan as allocations for 10 units. The Colston Bassett Settlement Boundary has therefore been relaxed in order to include these sites – development sites (as shown below in figure 3) as appropriate sites to contribute towards the housing growth required to 2028.

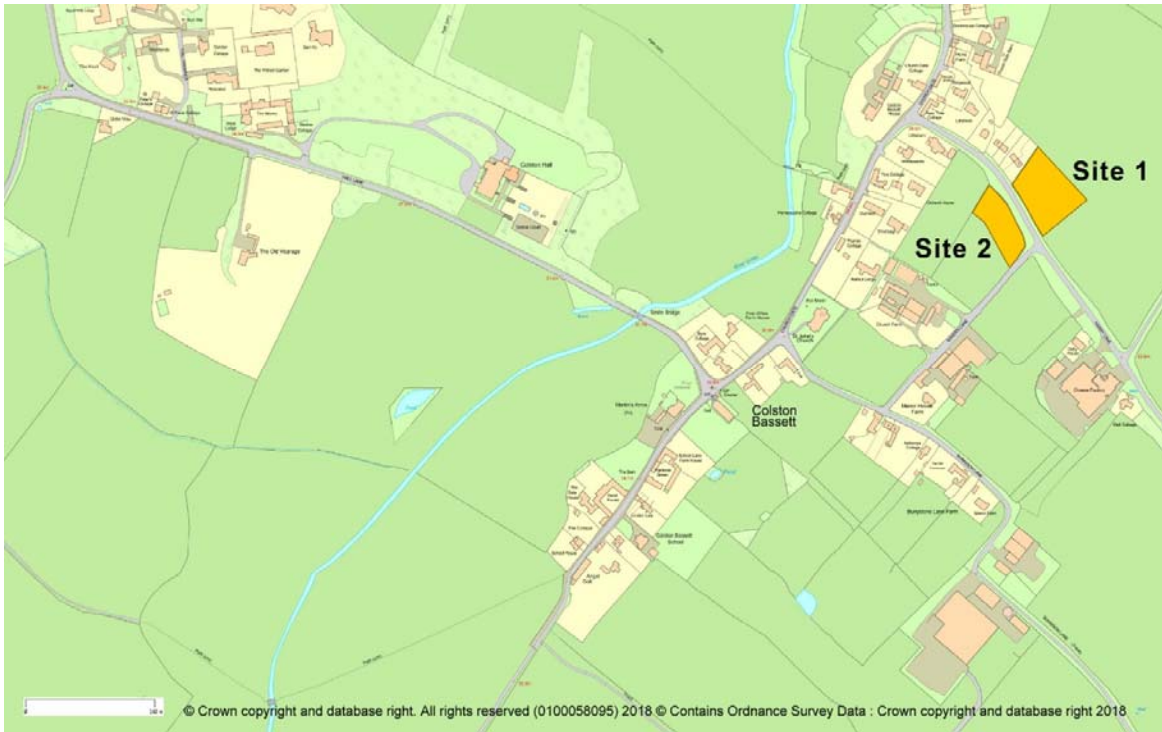
[99.](#) A strong theme from the statistical data and the local consultation activity has been to address the difficulty of young people, or less well-off older people to be able to afford to live in the Parish. The ridge height of dwellings has been restricted to a maximum of one and a half storeys to maintain the aesthetic appearance of the entrance to the village.

[100.](#) Residents expressed a strong preference that a small number of new homes (a range of 0-10 favoured by 68% of respondents to the questionnaire) of modest (2 / 3 bedroom favoured by 78%) lower cost housing be developed for home ownership (freehold properties supported by 86% of respondents). The expressed desire for home ownership is closely linked to the fact that there is currently a high proportion of houses for rent within the Parish (25%) considerably higher than the Borough average (12%).

[101.](#) Advice from Environmental Health highlights that sites 1 and 2 have historically been used for agricultural purposes and it is likely that the land may be contaminated. With this in mind, a site investigation should be carried out as a requirement of any associated planning consent.

[102.](#) As a consequence of the Strategic Environmental Assessment Screening Report undertaken by Rushcliffe Borough Council, a Heritage Assets Assessment was prepared which identified the potential for archaeological remains on site 2. ~~Policy H1 was therefore strengthened to require further investigations to take place as part of any planning application process with mitigation measures applied if necessary to avoid risk to any heritage assets on the site.~~ [A desktop research exercise and, if necessary, field evaluations should be undertaken at the planning application stage](#)

Figure 3– residential development sites



POLICY H1: RESIDENTIAL SITE ALLOCATIONS - Land is allocated for residential development at the locations shown above at figure 3 and within the new Settlement Boundary (figure 2). Development will be supported at these locations subject to the following conditions:

Site 1 – Development will be supported provided:

- 1) It is for up to 6 dwellings;
- 2) The dwellings to be no larger than 3 bedrooms and of a ridge height no higher than the existing neighbouring properties and to be of no more than one or one and half~~2-1-1/2~~ storeys; The public footpath be continued along the north side of Harby Lane to serve the development;
- 3) The housing provides a mixture of 2_—and 3_—bedroom dwellings including home ownership models of affordable housing;
- ~~4) Site investigations to be carried out as a requirement of any planning consent;~~
- ~~5) Development will be subject to a condition that future permitted development rights are removed for this development to protect the Conservation Area.~~

Site 2 – Development will be supported provided:

- ~~1) It is for 4 dwellings which should be single or one and a half storey and constructed to meet the needs of older people and be built to the Building Regulation 2015, part M4(2) standard for accessible and adaptable dwellings;~~ it is for up to four dwellings which should be single or one and a half storey and constructed to meet the needs of older people
- 2) The housing provides for a mix of 2_—and 3_—bedroom dwellings including home

ownership models of affordable housing;

- ~~3) Archaeological evaluation of the site via a scheme of trial trenching will be necessary to inform any planning proposals on this site. The results and findings of such a scheme should be submitted in support of a planning application for development of this site and in the absence of such a report applications may be refused on the basis that it will not have been demonstrated that development can avoid harm to heritage assets of archaeological significance. Depending upon the findings of this evaluation further archaeological investigation and/or mitigation may be required by way of condition. Should any necessary mitigation requirements prove impractical or render development on this scale unviable then development may not be able to proceed;~~
- ~~4) Development will be subject to a condition that future permitted development rights are removed for this development to protect the Conservation Area.~~

~~7.2.3 Housing Mix~~

~~The mix of housing proposed within the Neighbourhood Plan is based on the available statistical data and the views of residents obtained through various consultation exercises including open events and a community questionnaire.~~

~~Colston Bassett is a very small parish and at the time of the 2011 Census was home to 220 residents living in 104 households. Analysis of the Census shows that the majority (55%) of residential dwellings are detached which is higher than average for the district and for the region generally (32%). There is evidence that the population is ageing and in line with national trends the local population is likely to live longer and require “old persons friendly” housing provision as average life expectancy continues to rise.~~

~~More than 45% of households live in houses with four bedrooms or more, which is higher than the district (33%) and the regional figure of 20%. Around 55% of all occupied households have two or more spare bedrooms and around 32% have one spare bedroom. Under occupancy is higher than the district, regional (20%) and England (19%);~~

~~There is a high proportion of rental properties in the parish (25%) mainly in the ownership of the Estate.~~

~~Domestic properties within Council Tax Band G make up the largest group (approximately 25% of the total) in the parish. It has a much higher proportion with high value council tax bands with 42% of dwellings having a tax band of F or above as against 13% for the district and 9% for England as a whole.~~

~~The high level of under occupancy along with the high proportion of rental stock suggests a need for smaller, more affordable homes of two to three bedrooms for ownership which would be suitable for residents needing to downsize, small families and those entering the housing market. Providing suitable accommodation for elderly residents will enable them to remain in the local community and release under-occupied predominantly larger properties into the market which would be suitable for growing families.~~

~~The specific housing mix required in the allocated sites is stipulated in policy H1.~~

~~Policy H2 recognises that further windfall sites may come forward during the Plan period. Further evidence of housing need is provided in the housing needs report (2016) as set out in Appendix 5.~~

~~Policy H2: HOUSING MIX – New housing development proposals should provide a mixture of housing types specifically to meet identified local needs in Colston Bassett as evidenced in the Parish Housing Needs Report (2016) or any more recent document updating this report.~~

~~Dwellings of 3 bedrooms or fewer and single storey accommodation suitable for older people will be supported where in accordance with other policies.~~

~~Any two unit development should include at least one dwelling of 3 bedrooms or fewer.~~

~~7.2.4 Windfall development~~

~~A windfall site is defined in the NPPF as one which has not been specifically identified in the development plan.~~

~~To help protect the nature of the Village character, development beyond the housing allocation described in H1 above will be restricted to windfall sites wholly within the Settlement Boundary and will be of no greater size than two new properties on any single site.~~

~~To meet the need for smaller dwellings, single unit developments will be of a suitable scale to the site but developments of two units will include at least one dwelling that is no more than three bedrooms in size.~~

~~POLICY H3: WINDFALL SITES – Development proposals for infill and redevelopment sites of less than three dwellings will be supported where:~~

- ~~a) The location is within the Settlement Boundary for Colston Bassett;~~
- ~~b) It retains existing important natural boundaries such as gardens, trees, hedges and streams;~~
- ~~c) It provides for a safe vehicular and pedestrian access to the site;~~
- ~~d) It does not reduce garden space to an extent where it adversely impacts on the character of the area, or the amenity of neighbours and the occupiers of the dwelling(s).~~

7.2.3 Windfall Development

103. A windfall site is defined in the NPPF as one which has not been specifically identified in the development plan.

104. To help protect the nature of the Village character, development beyond the housing allocation described in H1 above will be restricted to windfall sites wholly within the Settlement Boundary and will be of no greater size than two new properties on any single site.

105. To meet the need for smaller dwellings, single unit developments will be of a suitable scale to

the site but developments of two units will include at least one dwelling that is no more than three bedrooms in size.

106. The mix of housing proposed within the Neighbourhood Plan is based on the available statistical data and the views of residents obtained through various consultation exercises including open events and a community questionnaire.

107. Colston Bassett is a very small parish and at the time of the 2011 Census was home to 220 residents living in 104 households. Analysis of the Census shows that the majority (55%) of residential dwellings are detached which is higher than average for the district and for the region generally (32%). There is evidence that the population is ageing and in line with national trends the local population is likely to live longer and require “old persons friendly” housing provision as average life expectancy continues to rise.

108. More than 45% of households live in houses with four bedrooms or more, which is higher than the district (33%) and the regional figure of 20%. Around 55% of all occupied households have two or more spare bedrooms and around 32% have one spare bedroom. Under-occupancy is higher than the district, regional (20%) and England (19%),

109. The specific housing mix required in the allocated sites is stipulated in policy H1.

110. Policy H2 recognises that further windfall sites may come forward during the Plan period and specifies the housing requirements beyond the residential allocations provided in Policy H1. Further evidence of housing need is provided in the housing needs report (2016) as set out in Appendix 25.

POLICY H2: WINDFALL SITES - Development proposals for infill and redevelopment sites of less than three dwellings will be supported where:

a) The location is within the Settlement Boundary for Colston Bassett;

b) It retains existing important natural boundaries such as gardens, trees, hedges and streams;

c) It provides for a safe vehicular and pedestrian access to the site;

d) It does not reduce garden space to an extent where it adversely impacts on the character of the area, or the amenity of neighbours and the occupiers of the dwelling(s).

e) The development provides a mixture of housing types specifically to meet identified local needs in Colston Bassett as evidenced in the Parish Housing Needs Report (2016) or any more recent document updating this report. Dwellings of 3 bedrooms or fewer and single storey accommodation suitable for older people will be supported where in accordance with other policies.

Any two-unit development should include at least one dwelling of 3 bedrooms or fewer.

7.2.45 Tandem Development

111. Consultation has highlighted a lack of support for ‘tandem’ and ‘back land development’ defined as the placing of one dwelling behind another within a single plot and the erection of a dwelling or dwellings on parts of large gardens attached to existing dwellings.

POLICY H34: TANDEM AND BACK LAND DEVELOPMENT - in gardens of existing properties, tandem and back land development will be supported unless it causes harm to residential amenity or

harm to the local area. Harm includes where this development reduces existing garden space to such an extent it adversely impacts on the character of the area or provides inadequate levels of private residential amenity of neighbouring and proposed dwelling(s).

7.2.6 Design Standards

112. It is the view of the Colston Bassett community that the Neighbourhood Plan will ensure that any future development either reflects the village's architectural character and fully integrates into the village environment or makes a positive high-level architectural contribution to the specific location.

113. There should be an expectation of high-quality materials and sustainability in any future house building in order to sympathetically integrate with the character and environment of Colston Bassett. The proposed location of any development should not adversely influence any of the Local Green Spaces within the village that make a strong contribution to the overall character and physical form of the Parish.

114. Design guidance for future development includes:

- 1) New dwellings to be set back from front boundaries,
- 2) Plots to end clear of lane junctions,
- 3) Facing brick to external elevations with no concrete blocks,
- 4) Decorative brick stringing and corbel courses to be encouraged,
- 5) Roofs to be finished in clay pantiles or slate; other roofing materials to be discouraged,
- 6) Windows of timber construction preferred; the use of metal/anodized aluminium discouraged,
- 7) New properties should be limited to no more than two stories in height and compatible with surrounding properties.

POLICY D1: DESIGN - Development proposals including one or more houses, replacement dwellings and extensions should have regard to the following building design principles to a degree that is proportionate to the development.

Development will be required to preserve or enhance the local distinctiveness and character of the area in which it is situated, particularly within the Conservation Area, and proposals should clearly show within a Design and Access Statement, where one is required to be submitted, how the general character, scale, mass, density and layout of the site, of the building or extension fits in with the aspect of the surrounding area. In addition:

- a) Care should be taken to ensure that the development does not disrupt the visual amenities of the street scene and impact adversely on any wider landscape views;

- b) Where appropriate at least two off-street car parking spaces should be provided within the curtilage for each new dwelling. Three such spaces should be provided for four-bedroom or larger dwellings;
- c) All new housing should continue to reflect the character and historic context of existing developments within the Parish and incorporate a range of local materials where possible. However, contemporary and innovative materials and design will be supported where positive improvement can be robustly demonstrated without detracting from the historic context;
- d) Development should be enhanced by fostering biodiversity and providing landscaping with existing trees, elevations and hedges preserved whenever possible;
- e) Wherever possible, enclosure of plots should be of native hedging, rural wooden fencing, or brick/stone wall of rural design;
- f) Development should incorporate sustainable design and construction techniques to meet high standards for energy and water efficiency, including the use of renewable and low carbon energy technology, solar panels, rainwater harvesters and photovoltaic glass. These features should not adversely detract from the visual amenity of the current street scene;
- g) Development should incorporate sustainable drainage systems with maintenance regimes to minimise vulnerability to flooding and climate change; ensuring appropriate provision for the storage of waste and recyclable materials.

7.3 Natural and Historical Environment

[115.](#) The natural and historical environment is acknowledged to be an essential component of sustainable development; as such it carries significant weight in a balance against social and economic growth, including new development. This section identifies land and features of environmental significance in Colston Bassett. It includes policies to protect the best of these from loss or damage by allocating them to categories, based on their type, importance, function (as community assets, for example) and intrinsic value.

7.3.1 Introduction

[116.](#) The Parish of Colston Bassett sits on the western end of the Vale of Belvoir in gently undulating countryside close to the Belvoir escarpment, which rises to the south and west. It is bisected by the River Smite which starts on the edge of the escarpment and runs in a north east direction towards the River Trent

7.3.2 Environmental designations

[117.](#) The Neighbourhood Plan area is part of the *Trent and Belvoir Vales National Character Area* (NCA 48, designated by Natural England). There are over 20 sites of local and national

historical significance (Scheduled Monuments, Listed Buildings). For biodiversity, there are 4 designated *Local Wildlife Sites* (LWS) and a number of *Priority Habitats* (designated by Natural England) including Deciduous Woodlands, Woodpasture and Parkland, Traditional Orchards and Grazing Marsh.

7.3.3 Geological setting

[118.](#) The gently undulating and low-lying landform of the Parish is largely a result of its geological history and structure.

[119.](#) The underlying bedrock is represented by Triassic and Jurassic mudstones and limestones, dating back 200 million years, with bands running in a predominately north east to south west direction This has given rise to base-rich loamy and clayey soils across much of the area, coupled with silt, sand and gravel deposits, The Jurassic Lias Group includes thin beds of harder rocks such as marlstone which has slowed the weathering of underlying mudstones most clearly seen in the Jurassic Marlstone-capped Belvoir escarpment to the south and west.

[120.](#) Underlying these Triassic and Jurassic rocks are found the Carboniferous mudstones, siltstones and coal seams of the Nottinghamshire coal field.

[121.](#) During the Quaternary period (less than 1 million years ago) the whole area was covered by ice sheets. The Vale was occupied by a large mass of 'stagnant' ice. While surrounding areas were being smothered with glacial deposits, the Vale was protected so that Jurassic 'bedrock' can be seen close to the surface.

[122.](#) The River Smite flows north east from this escarpment through the centre of the village fed by a number of stream tributaries. The borders of the Smite and these streams are marked by more recent alluvial deposits. The streams, locally known as dumbles and becks, have cut deep narrow ditches in the landscape.

7.3.4 Natural environment

[123.](#) The landscape has a strong rural character, with wide areas retaining a sense of tranquillity and self-containment. The undulating landscape affords a range of open views both into and out of the village, and across open fields towards the surrounding escarpment.

[124.](#) The River Smite and its tributaries provides a strong feature running through the landscape and is the greatest biodiversity resource, being a major corridor for wildlife moving through the area and largely fringed by ancient hedges and trees. The disused Grantham Canal which borders the Parish to the west is another key green infrastructure link in the area. A range of natural ponds allowed by the clay lands are another significant water feature

[125.](#) The Vale of Belvoir in general has typically low levels of woodland cover. The Parish stands out as an area where old deciduous and mixed woodlands have been preserved, particularly in proximity to the village centre, and this is a strong characteristic of the

Parish

[126.](#) A regular pattern of medium to large fields enclosed by hedgerows, dominates the landscape. This is one of the areas of England most profoundly affected by the early enclosure of open fields and remaining blocks of common land in the late 17th and 18th centuries. Many of the hedgerows seen today date from this period.

[127.](#) The area's generally fertile clay soils and good quality agricultural land have supported a diversity of farming over a long period but, because of this, little semi-natural habitat remains. Traditionally a mixed farming area, its intrinsic landscape character has been weakened by modern agricultural practices and development. Pasture and ponds have been lost and more intensive agricultural land use means that biodiversity has been diminished.

[128.](#) Remnant ridge and furrow reflect the various stages at which cultivation succumbed to pasture from the later medieval period to late 18th Century. Evidence of these pastures still exists, primarily within the centre and borders of the village which have been less susceptible to more intensive agriculture practices.

[129.](#) The surviving pastureland, woodlands and wildlife sites are therefore of high natural environmental importance to the Parish.

7.3.5 Environmental inventory

[130.](#) An environmental inventory (covering the entirety of the Plan area) of Colston Bassett was carried out between February and October 2017. (See [Appendix 36](#)). The aim of the inventory is to provide some form of objective assessment for identifying sites of environmental significance for the purposes of the Neighbourhood Plan. The work comprised two elements:

- Review of all existing designations and available information, and
- Fieldwork to identify sites and features of natural and historical environment significance in the context of the Plan Area.

[131.](#) The review compiled information from many sources, including: • DEFRA • Natural England • Historic England • Nottinghamshire and Rushcliffe Records • Environment Agency • British Geological Survey • Old maps (Ordnance Survey, manuscript) • Local history and archaeology publications • Local knowledge • Local consultation.

[132.](#) The fieldwork reviewed all open and currently undeveloped land in the Plan Area, and significant species, habitats, landscape characteristics, earthworks and other extant features were checked.

[133.](#) The data, along with all relevant site-specific information from the existing information review, were mapped and tabulated, and each site was scored and evaluated using the nine criteria for Local Green Space selection in the National Planning Policy Framework

2012.

7.3.6 Local Green Spaces

[134.](#) Three areas scoring 75% (25/32) or more are designated as Local Green Spaces (see [Appendix 74](#)), comprising a paddock adjacent to the village hall and areas round St Mary's Church and the Cricket Ground. Their statutory protection will ensure that these most important places in the Plan area's natural and human environment are protected. The paddock next to the hall was an old orchard and is now an important village amenity when used in conjunction with events in the village hall. The areas around St Mary's Church and the Cricket Ground are areas of historical significance and of high importance to community amenity; both are well-served by regularly used footpaths providing good access.

[135.](#) Further information relating to the importance of these areas can be seen in Section D - Community facilities.

POLICY ENV 1: LOCAL GREEN SPACES – The sites designated as Local Green Spaces are shown above (figure 4) and listed below:

(i) the paddock to the right of the Village Hall ([Ref SL01](#));

(ii) the area around St Mary's Church ([NR04](#)); and

(iii) the Cricket Pitch and surrounding area ([SH03](#)).

Development will only be permitted in these areas in very special circumstances and must not undermine their visual or social importance ~~any development will be expected to mitigate the loss of these valued spaces.~~

Fig 4 - Local Green Spaces

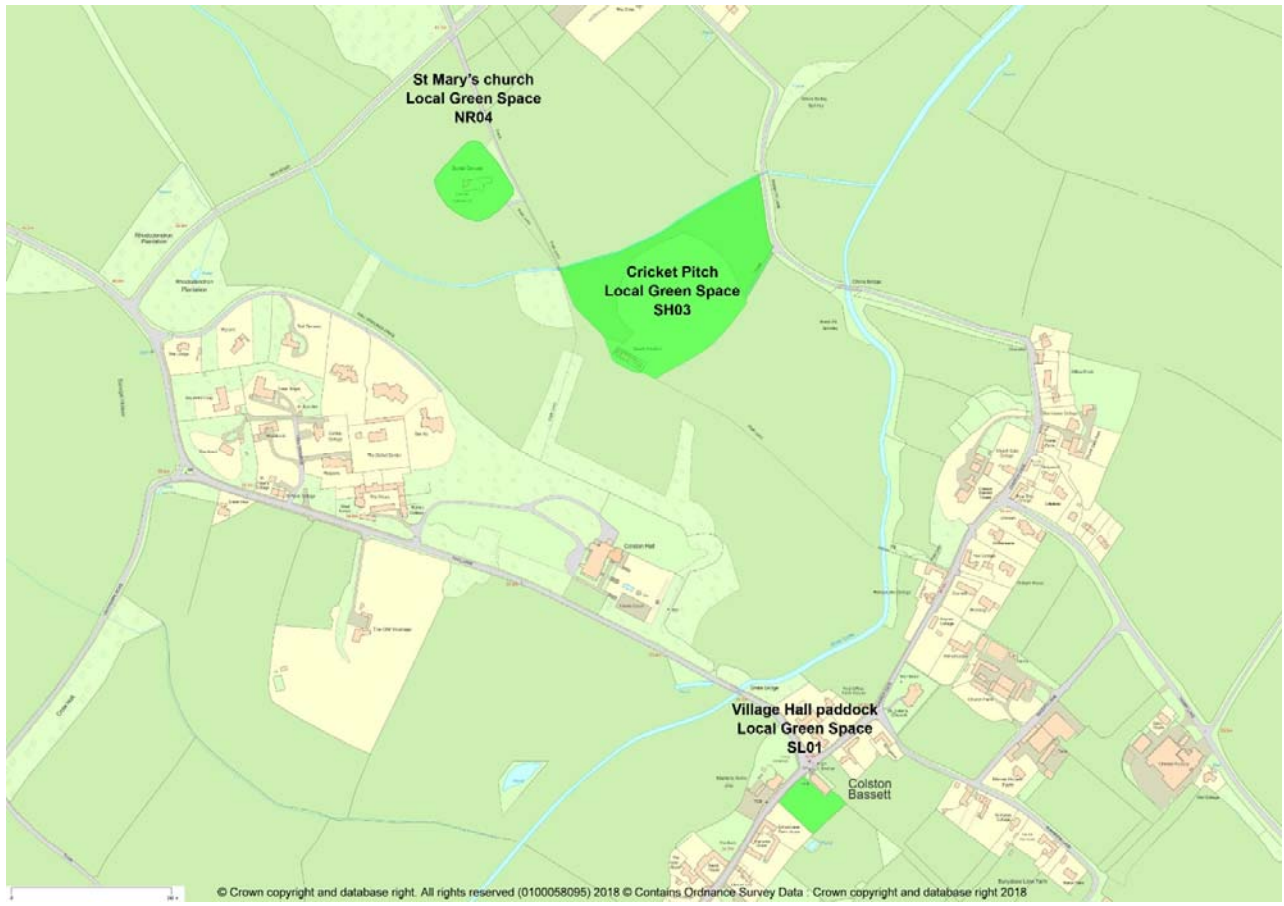
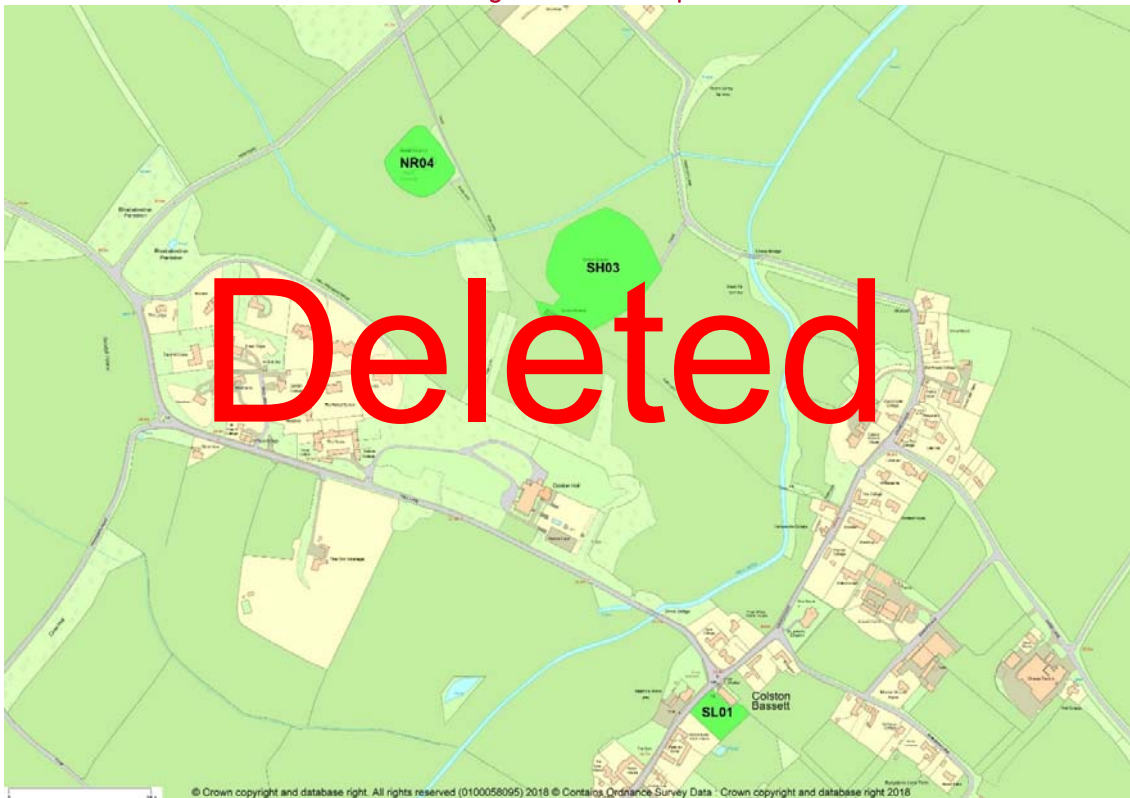


Fig 4 – Local Green Spaces



7.3.7 Other sites of environmental and historical significance

[136.](#) A second group of inventory sites are all significant at the neighbourhood level for ‘wildlife’ and/or ‘history’ but, because their community value and accessibility scores are not high enough they are not eligible for Local Green Space designation. The sites included within this category are:

- a) those recorded as Priority Habitats by Natural England,
- b) confirmed Local Wildlife Sites (LWS),
- c) sites identified as being of high biodiversity significance in the context of the Plan Area, in particular grazing paddocks within the village centre
- d) parcels of land of known local historical significance

[137.](#) Together, these sites are essential for biodiversity conservation in the Parish.

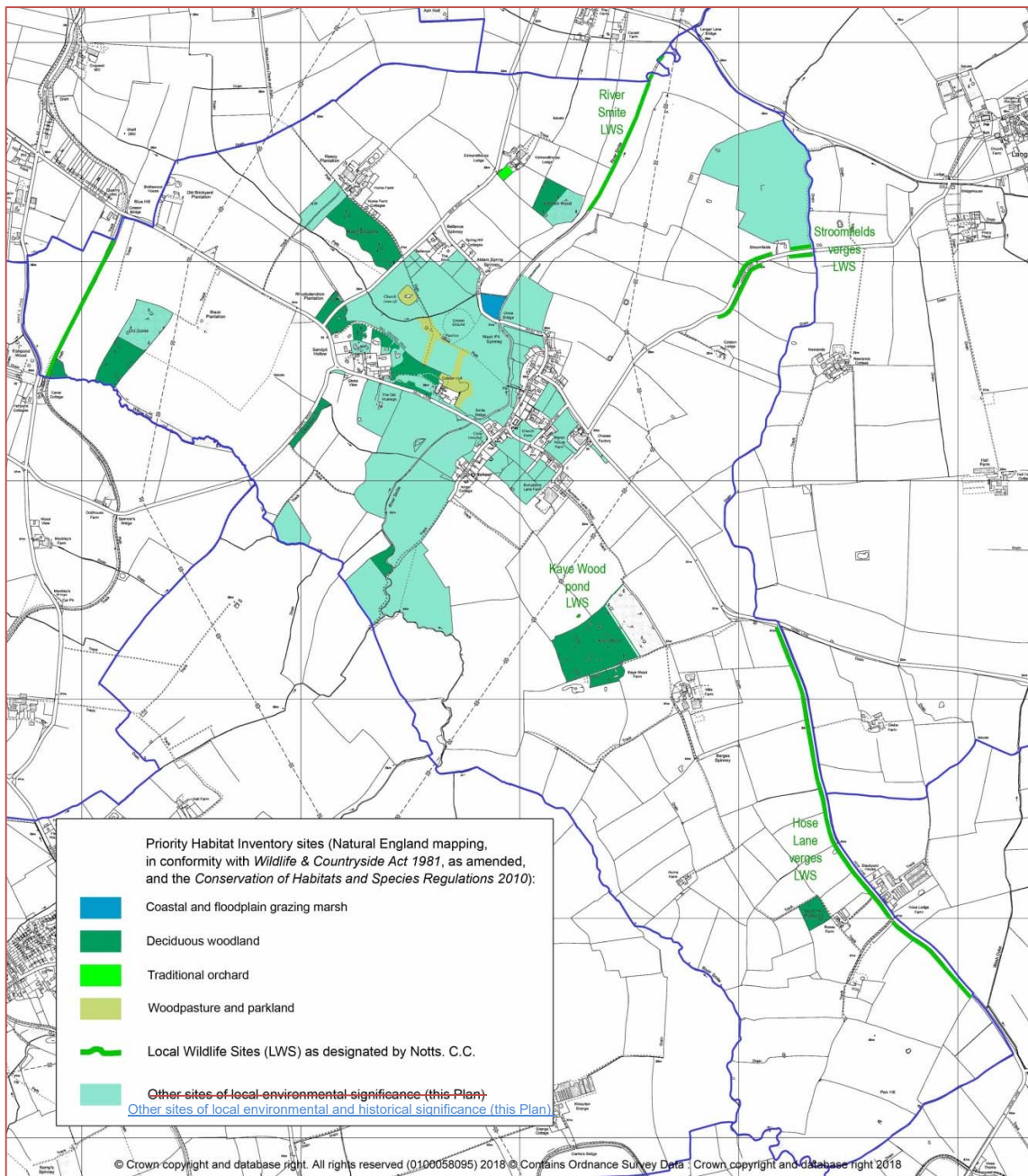
[138.](#) Other environmental topics – trees and woodland and biodiversity and wildlife corridors are identified and dealt with in subject-specific policies elsewhere in the Plan, although it should be noted that occurrence of such biodiversity and historical features on the sites protected here by Policy ENV 2 has been taken into account when evaluating and selecting them for inclusion.

POLICY ENV 2: PROTECTION OF OTHER SITES AND FEATURES OF ENVIRONMENTAL AND HISTORICAL SIGNIFICANCE - The sites identified on the map (figure 5, below) and listed in the environmental inventory (Appendix 36) are identified as sites of important environmental or historic value. Where development is considered acceptable in principle, having regard to other relevant policies in this Plan, it will be supported subject to the following requirements:

~~Development on these sites will be permitted providing:~~

- a) An appropriate assessment of environmental impacts has been carried out;
- b) trees and hedges are preserved wherever possible and replacements are provided on or close to the site for any trees or hedges that cannot be preserved;
- c) watercourses are protected from erosion and impacts that would lead to a reduction in water quality. Where practical watercourses should be included in any green infrastructure on the site.

Figure 5 – Other Sites of Environmental and Historical Significance



7.3.8 Biodiversity and Wildlife Corridors

139. Colston Bassett has a number of priority habitats, primarily deciduous woodlands and woodpasture/parkland. There are also five locally designated wildlife sites. The 'Rushcliffe Biodiversity Opportunity Mapping Report' – C Jackson and N Crouch 2015, – published by Nottinghamshire Biodiversity Action Group, identified the Smite and its tributaries as a focal area of particular value (figure 6). The 1877 map of the Parish shows a network of fields and ancient hedgerows that still exist today which provide important wildlife corridors. These are complemented by a network of pastures within the village, many retaining traces of old ridge and furrow, which provide important areas of diversity within the wider arable landscape. Old ponds are scattered throughout the parish are important in supporting biodiversity. There are also a number of bat roosts which support a strong population of bats in the village and a variety of species. Older structures and ancient walls such as those at St Mary's Church also provide important habitats.

140. The need for every community to make its own contribution to reversing the current threats to and loss of priority habitats and species is recognised through the consultation responses. Protection and encouragement of wildlife was regarded as important by 93% of respondents.

141. The parish therefore, is important for its biodiversity and opportunities exist to protect and enhance this network. Developments can assist by incorporating habitat enhancing features such as bird or bat boxes or appropriate native woodlands, planted tree and hedgerow boundaries, ponds, wetlands and meadows or other enhancing features. Biodiversity enhancement (species and habitats) is supported by the National Planning policy Framework and the UK Conservation of Species and Habitats Regulations, 2010, Amended 2012. The Policy and Community Action here provide for proactive measures: having up-to-date information about Parish wildlife; requiring developers to take biodiversity into account in their proposals; and mobilising the community to create new, and manage existing, habitats to enhance biodiversity.

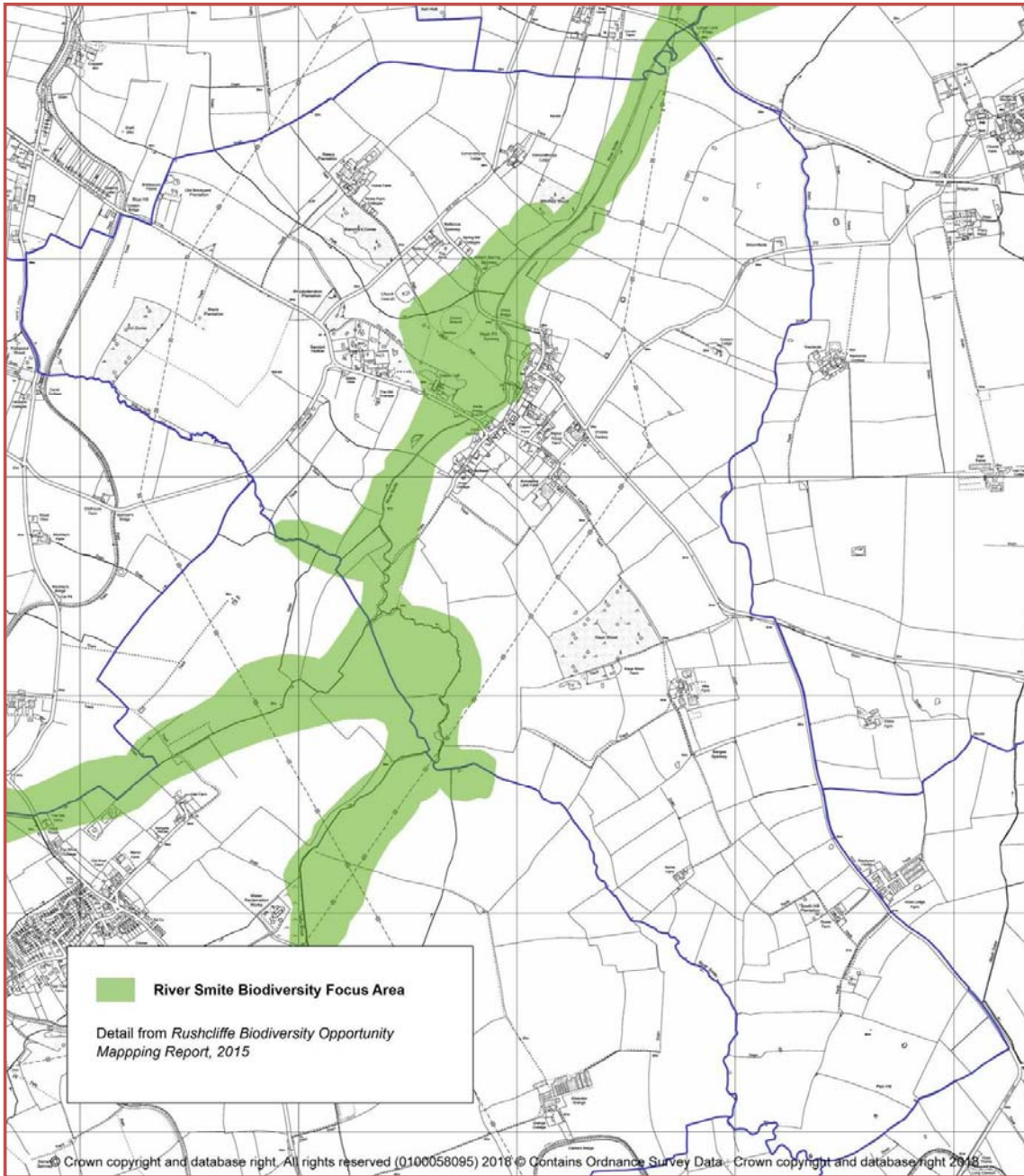
POLICY ENV 3: BIODIVERSITY AND WILDLIFE CORRIDORS – locally significant and locally important habitats and species must be safeguarded, especially those protected by relevant English and European legislation as shown in figure 6 below.

New development in the Plan area must seek to promote biodiversity. Where appropriate and practicable, the following measures will be required: and will be supported where:

- a) any loss of habitat is mitigated by replacement habitat in locations that enhance the connectivity of habitats;
- b) the design of new development includes new habitats for wildlife, and ensures that wildlife corridors are not severed;
- c) any planting around new development will use native species;

- d) development which is likely to significantly harm a local or nationally-important biodiversity asset will require an ecological assessment;
- ~~d) development of plots of more than one acre will require environmental/ecological impact assessments;~~
- e) water-bodies are incorporated into any development as part of the green space to ensure that they can provide important drainage and biodiversity functions.

Figure 6 – Wildlife Corridor, mapped as *River Smite Biodiversity Focus Area*
 Only the area of the BFA within Colston Bassett parish is designated as a Wildlife corridor in this Plan



Community action Env 1: Biodiversity

- a) The Parish Council will seek to engage with community groups, landowners, funders

and other organisations to enhance the biodiversity of the Parish.

- b) The Parish Council will seek to preserve and enhance local wildlife sites or potential wildlife sites, including protection of the River Smite corridor and its tributaries.
- c) The Parish Council will encourage initiatives to record wildlife and identification of potential Local Wildlife Sites

7.3.9 Trees, Woodland and Hedges

142. Trees have always been an important feature of Colston Bassett and woodlands are regarded as a key characteristic by Colston Bassett (see figure 7) and residents. In consultation 89% of responses considered trees and woodlands an important characteristic and it was ranked as the most important landscape feature with 93 % considering it important.

143. From 1800, new Estate owner, Henry Martin embarked on a massive programme of tree planting, a tradition continued by George Davy and then Robert Millington Knowles, when he purchased the Estate in 1877.

144. The village still remains heavily wooded and Colston Bassett currently has twelve Natural England Priority Habitat woodlands, some bearing historical testament to family members, who once owned the Estate: Kaye Wood, Winifred Wood, and Blanche's Gorse. Many fields, lanes and roadsides contain copses and shelterbelts; there are numerous ancient hedges, some residual ancient, woodland trees and a number of large, rare specimen trees.

145. Recent years have seen a number of trees felled through development, harvesting or disease, including hedgerow trees, although there has a programme of tree planting in open areas. In the past the Parish Council has initiated community tree planting schemes, along Langar Lane, Harby Lane and Colston Road. More recently, volunteers planted trees along the Jubilee Walk.

146. Although it is encouraging to see English elm slowly regenerating in parts of the village, it is concerning that foreign pathogens are affecting other species such as horse chestnut and ash trees which present a risk to the current landscape.

147. This policy ensures that the landscape and ecological value of trees, woods and hedges in the parish is recognised in the Plan, through continuation of both the Tree Preservation Orders process and the protection afforded to trees and hedges within the village's Conservation Area. It adds to these measures a requirement for developers to retain any significant trees on their land whilst encouraging proactive management of the wooded landscape and hedgerows to ensure necessary felling is matched by appropriate replacement planting.

Figure 7 – satellite view of tree coverage (Google Earth imagery)



ENV 4: IMPORTANT TREES AND WOODLAND - Development proposals that damage or result in the loss of trees, woodland and hedges of arboriculture/ecological significance and amenity value will be not generally be permitted unless there is a clear mitigation proposal close to the site.

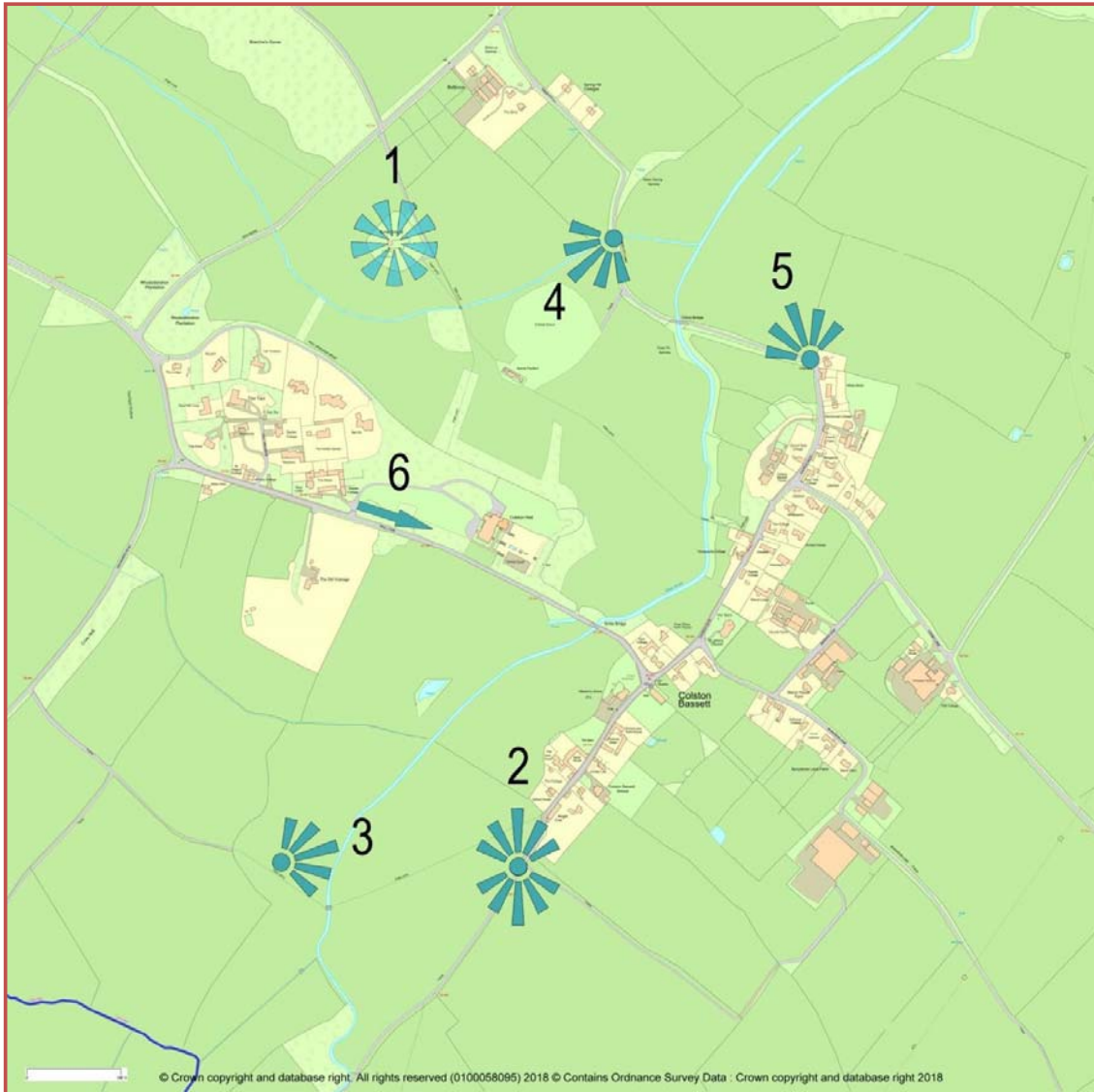
Community action Env 2: trees and woodland. The Parish Council should explore the most effective way of maintaining a tree planting programme, exploiting available grants and working with local landowners. Encourage local participation in recording and monitoring trees

7.3.10 Important Views

148. Colston Bassett benefits from being situated in undulating countryside on the edge of the Belvoir escarpment and therefore enjoys good long-distance views across the Vale to the escarpment together with views into and within the village. Consultation during the Neighbourhood Plan's preparation identified a broad range of valued views within the village and toward it from the surrounding countryside. In responses to the consultation questionnaire, 91% rated vistas and views across and around the village as important. Over 70% of respondents regularly use the footpaths around the village and the views are complementary to this important amenity

149. The consultation indicated a wide range of views that were valued by the community and this should be taken into account when considering new developments. Views of particular significance are noted below (Figure 8)

Figure 8– Important views



POLICY ENV 5: IMPORTANT VIEWS - New development should be designed to respect locally important and valued views ([see figure 8 above](#)) and where possible enhance those views.

Important views schedule

- 1 From St. Mary's Church across undulating countryside towards the old Roman road, the Fosse Way



From St. Mary's Church east across the Vale of Belvoir toward Belvoir Castle, with Colston Bassett cricket ground in the foreground (behind the first hedgerow)



- 2 From the end of School Lane south across open arable fields to the Belvoir escarpment



From the end of School Lane north towards Colston Bassett Hall



-
- 3 From Owthorpe Road footpath looking northeast along remnants of old avenue leading to Colston Bassett Hall



From Owthorpe Road footpath east across the river Smite to the end of School Lane



-
- 4 From China Bridge (Listed) across cricket ground to St. Mary's Church, with Colston Bassett Hall grounds in the background



-
- 5 From end of Church Gate north towards Spring Hill across the tree-lined river Smite (at the bottom of the first field)



-
- 6 Entrance view southeast into the village from Cotgrave along Hall Lane. Colston Bassett Hall entrance on left



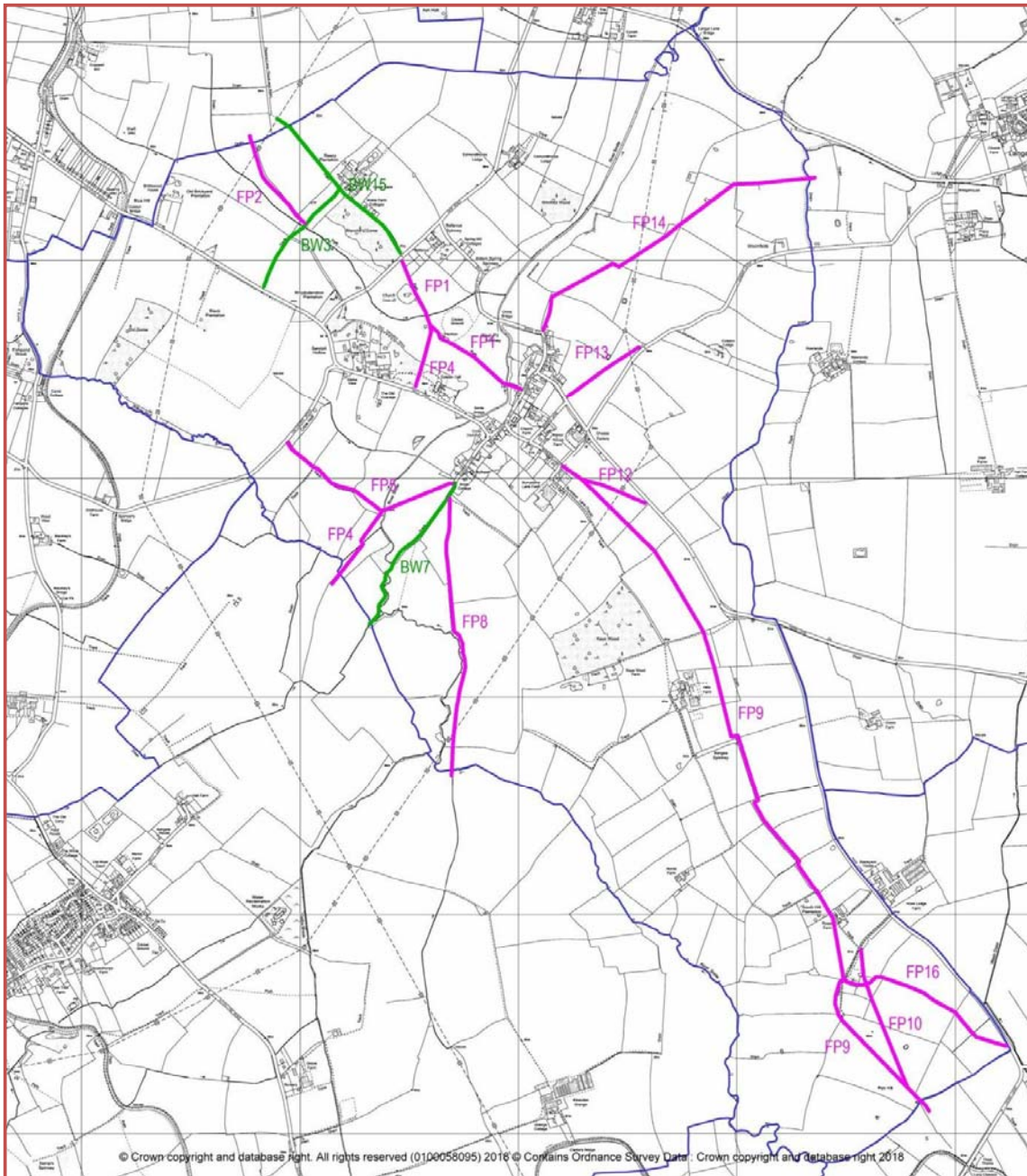
7.3.11 Rights of Way

[150.](#) Public footpaths and bridleways in England are mostly historic rights of way, remnants of the network of ‘ways’ established by use, over centuries, as people walked or rode to the fields, to neighbouring villages or to local markets. Colston Bassett has a relatively good network; they are well-used, 72% of respondents in the consultation use them at least weekly, and residents regard them as important for their recreational (as a contribution to physical and mental health and wellbeing) and for their socio-historical value. The village is also a popular meeting point for walkers from outside of the Parish and these provide important support for community assets such as the Martins Arms pub. The network of local footpaths is therefore an important local amenity (Figure 9).

POLICY ENV 6: FOOTPATHS AND BRIDLEWAYS - New development must protect the existing network of footpaths and bridleways. ~~and should provide additional connectivity across the parish, where appropriate.~~

Community action Env 3: Footpaths and Bridleways - The Parish Council will work with the Local Authority and local landowners to ensure footpaths and bridleways are properly maintained and marked.

Figure 9 - Footpaths



7.3.12 Managing Flood Risk

[151.](#) The parish is located close to the Belvoir escarpments and there are a number of natural watercourses that run off the escarpment and converge as tributaries of the River Smite throughout the Parish. The main River Smite runs through the village. Consequently, there are large areas prone to river and surface water flooding (figures 10 and 11). This rarely affects existing housing but there have been regular instances in recent history of the main roads being impassable due to standing floodwater (see photos below). More irregular climate patterns associated with Climate Change may increase this risk. The intention of this policy is to ensure that current best practice is applied in order new developments are not at risk of flooding and that the risk is not exacerbated further by

new development.

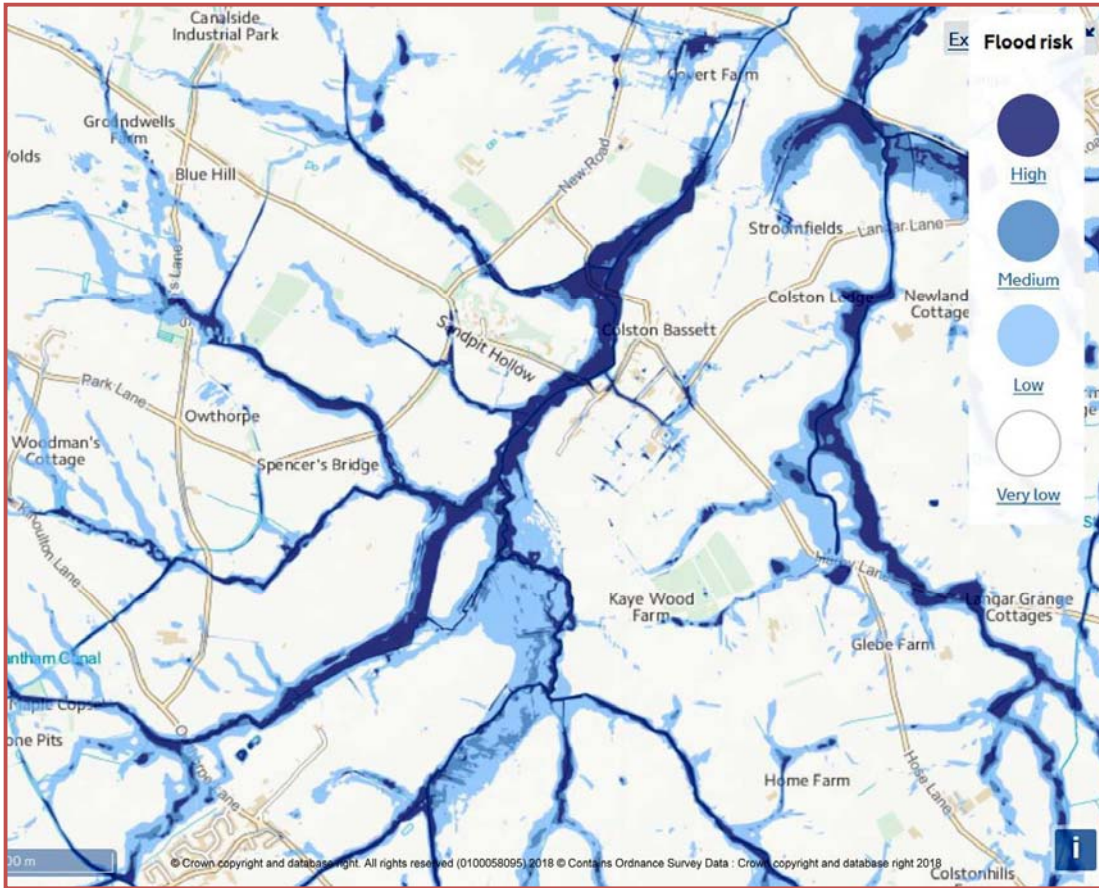
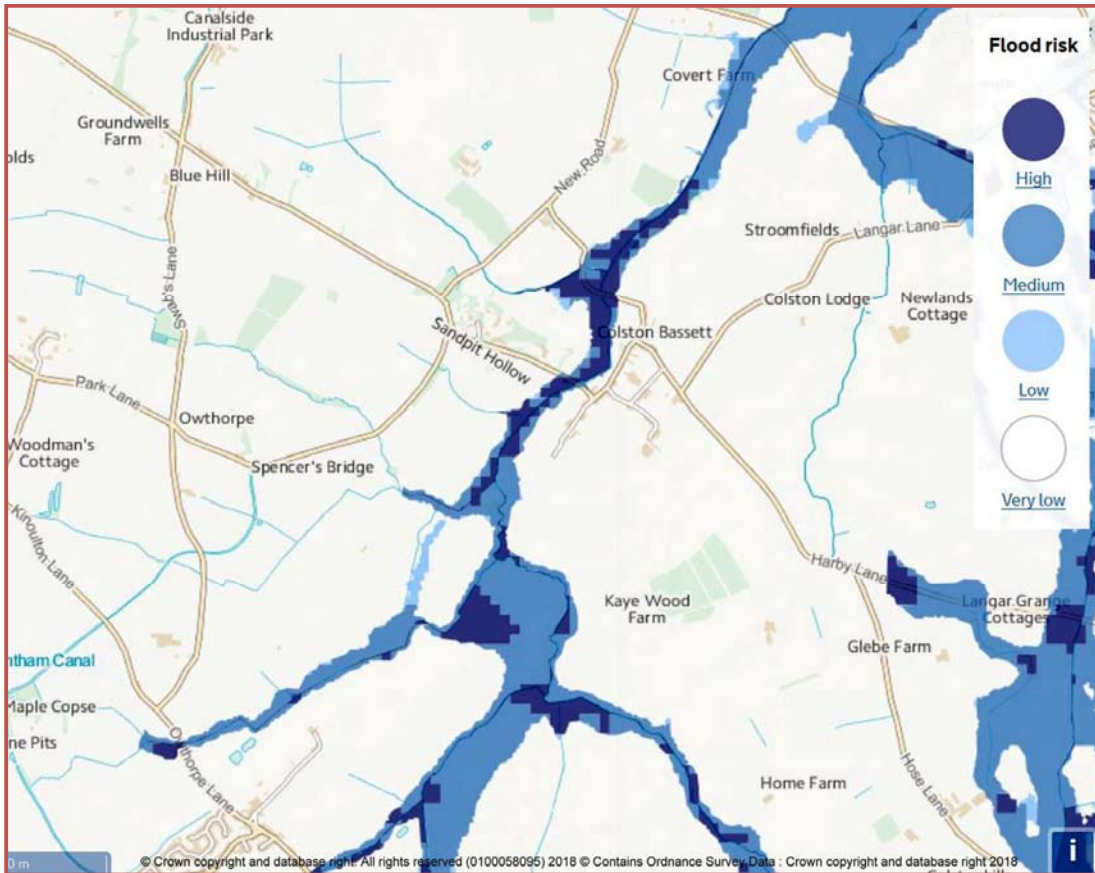


Figure 10 – Surface water flooding (Environment Agency mapping)

Figure 11 – Flooding from rivers (Environment Agency mapping)



POLICY ENV 7: MANAGING FLOOD RISK - New development will be required to demonstrate that the site is safe from flooding and does not increase the risk of flooding to third parties, taking climate change projections into account.

Community Action Env 4: Managing Current Flood Risk - The Parish Council will work with the relevant Authorities to address the current flooding problems in the village, particularly the area in proximity to the junction of Church Gate and Bunnison Lane.



7.3.13 Light pollution

152. The Parish benefits from a rural location and relatively dark skies which are valued by the community with 84% of consultation responses rating dark skies and low light pollution as an important characteristic. The Campaign for Rural England mapped light pollution in the night skies in 2016 (<http://www.nightblight.cpre.org.uk/>) and the Parish generally falls into

Category 3 with night light emission recorded in the range 0.5 to 1 compared with typical town centres in the range 16 to 32 and the darkest skies in the range below 0.25. Consultation responses indicated that 86% regarded positive steps to limit light pollution as important. This is consistent with the Conservation Area Plan which already states any external lighting should be carefully designed and sited to minimise light pollution and this is extended to the broader impact from new development.

153. Where there is concern that internal and/or external lighting would have a significant effect on the amenity of local residents, the darkness of the local area or nature conservation, the design of the development and lighting scheme should reduce these effects to acceptable levels. These design measures could entail, the orientation and layout of the property, and the reduction and/or use of special glazing

POLICY ENV 8: LIGHT POLLUTION - Development must be designed to limit the impact on light pollution and light spillage from artificial externally visible light sources including security lights, through the use of motion sensors, timed lights and softer lighting.

Community Action Env 5: Light Pollution - For existing developments and housing, the Parish Council will encourage action that mitigates light pollution consistent with the policy for new developments.

7.3.14 Renewable energy infrastructure

154. The contribution of renewable energy in combating Climate Change is recognised and there was support for projects that have a limited impact taking into account the importance attached to the open countryside and views.

POLICY ENV 9: RENEWABLE ENERGY INFRASTRUCTURE - Renewable energy developments will only be permitted where ~~the~~ any adverse impact on the parish landscape and tranquillity can be mitigated.

7.4 Community Facilities

155. A wide range of community facilities, amenities and assets exists in Colston Bassett; these make a distinct and significant contribution to the vitality of the Parish. They have a positive impact on the sustainability and quality of life for residents and provide essential opportunities for social interaction, friendship and community support.

156. To guarantee the on-going prosperity of the Parish, it is essential that existing community facilities are retained, protected and strengthened to ensure they continue to sustain the vitality of the community.

157. The importance and high value attached to existing community facilities were highlighted in residents' responses at both the Open Day event and the consultation questionnaire organised to assist preparation of this Neighbourhood Plan. The most important facilities, amenities and assets are briefly described here; more details on many of these may be found in the publication: "The Village of Colston Bassett – A Pictorial History", Colston Bassett Local History Group, ISBN 978-0-9559629-0-5, 2008.

7.4.1 CURRENT COMMUNITY FACILITIES, AMENITIES AND ASSETS

The Village Hall

158. The Village Hall is a meeting place for many village community events. It is the venue for meetings of the Parish Council and the Women's Institute. Many clubs and societies use the Hall and its facilities as their base. Charity fund-raising, Village Fetes and Barbeques, private functions and parties, weddings, plus regular drama and musical events take place here. Forthcoming activities at the hall, contact details, and Parish Council meeting minutes are viewable on the exterior notice boards and on the Parish Council website. The present building dates from 1999, replacing a large wooden structure (ex-Army 1st World War hut) erected in 1920. The Village Hall committee (all volunteers) manage the running and maintenance of the building and its facilities. Continued and increasing support by residents, visitors and guests attending events are crucial to ensure the future of this core village asset.



159. 84% of questionnaire respondents considered the Hall to be important/very important to the village.

Village Hall Paddocks

160. Closely linked to the Village Hall (and its ability to serve as a vital Parish asset) are paddocks located either side of the Hall building. Indeed it should be stressed that the ongoing successful contribution to Parish life made by the Village Hall is strongly dependant on continued availability of these paddocks.

Paddock to the right of the Hall (viewed from The Market Cross)

161. This land is privately owned, and its use by the village is generously allowed by The Estate and the present lessee. It offers a welcome open space at the very heart of the village, a feature that is repeated in other locations throughout Colston Bassett. Residents consider such open spaces are precious and play a major role in the enhancement of the village. By agreement with the lessee this paddock becomes an outdoor extension of the Hall when required for use in connection with events such as the Village Fete, communal village fund raising events, and wedding receptions.

Paddock to the left of the Hall (viewed from The Market Cross.)

162. This land is similarly privately owned and its use by the village allowed by The Estate and the present lessee. It is maintained by volunteers, who also ensure safe access into the paddock for parking in connection with events being held at the Village Hall and St John the Divine Church (including placement of traffic coning on part of Church Gate to prevent dangerous/illegal parking of vehicles, particularly near to the Market Cross bend). The use of this land as a car park is vitally important to the Village Hall in its endeavours to attract visitors to its functions.

163. A permanent arrangement for car park use (see sub-section 3.2.4) would also directly relieve the issue of dangerous on-road parking. A 'country park' style parking surface, along with measures to encourage visitors not to park on the road side would lead to a significant safety improvement and provide more suitable access to School Lane and the nearby Martin's Arms pub.

164. Continued access to and use of the Village Hall Paddocks was considered important/very important by 69% of questionnaire respondents, who also considered the use of the left-hand Paddock as a Village Hall Car Park to be important/very important.

Community Action CF1: The Village Hall and the two adjacent paddocks are considered to be essential to maintaining community spirit, vitality and sustainability of village life. The Parish Council will make every endeavour to maintain the current standard and quality of the Village Hall and to retain use of the two adjacent paddocks.

St. Mary's Church and Burial Ground

165. Originally Norman built (in 1115 on land occupied since Anglo-Saxon times), St St. Mary's to its present state. Mary's is situated in a prominent position on the periphery of the village (why it was built on this particular site may never be satisfactorily answered). In terms of its more recent history, the church became disused and fell into disrepair when the Church of St John the Divine was built in the centre of the village.

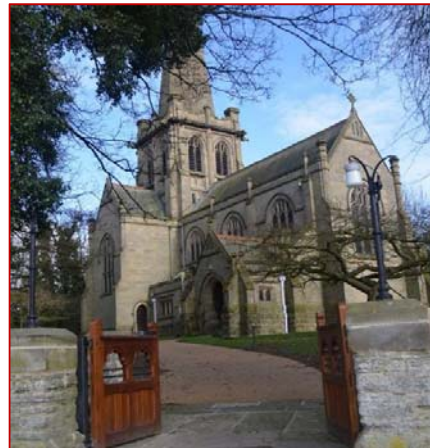


However, the grounds of St Mary's remain consecrated and are used as a final resting place for Colston Bassett residents. In 1994 a small, dedicated group undertook to arrest the decay and restore St Mary's is a Scheduled Ancient Monument and a Grade I listed building. Responsibility for its preservation and upkeep rests with English Heritage who undertake Inspections on an irregular basis (although anyone can report concerns directly to English Heritage). This is an excellent example of local people preserving a treasure they have been gifted for the benefit of future generations; it is clearly important that the Neighbourhood Plan should embrace the same principle. St. Mary's is highly valued by village residents, since its easily accessed location provides villagers with a haven of peace and tranquillity and glorious views over The Vale.

166. 84% of questionnaire respondents felt St. Mary's was important/very important.

St. John the Divine Church

167. St. John the Divine was built in 1892 by Robert Millington Knowles of Colston Bassett Hall in memory of his eldest son and wife. The Church remains at the centre of village life. Built in white stone in the early perpendicular style it is not ostentatious, but was described by Pevsner as "one of the most beautiful village churches in England" (The Buildings of England – Nottinghamshire, 1st Edition, Penguin Books, 1951). It is a Grade II listed building, standing majestically in a prominent position in the village



centre and serving as home to the village war memorial (Grade II listed), commemorating the 14 villagers who lost their lives in the Great War. The church provides a spiritual sanctuary and extends a welcome to the entire village community. Activities organised by the church (usually in the Village Hall) include the 'Souperbowl' – a soup lunch offered once per month on Thursdays and a monthly 'Breakfast in the Village Hall' on Sundays during the summer, with both open to all.

168. 67% of questionnaire respondents consider the church to be important/very-
~~important~~

The Martin's Arms Public House

[169.](#) Whilst at one time the village contained at least 4 public houses, the Martin's Arms is



the sole remaining establishment and is the epitome of an English country pub. Of Tudor origins the current building was originally a working farmhouse (late 17th century), and is another Grade II listed building. The pub was formerly an Estate property, but was acquired by its current owners in 1990. It is highly recommended in Michelin, Sawdays and AA Guides. Possessing an immaculately maintained interior, and located amidst beautiful gardens, it is ideal for

meeting friends for good conversation in pleasant surroundings. The Martin's Arms is also home to an award winning restaurant, and has been recognised as "The Nottinghamshire Dining Pub of the Year" 2012-2017. It represents a much valued and treasured asset. Continued patronage by villagers, their friends and guests, plus the active promotion of tourism are all important if the pub is to thrive.

[170.](#) 76% of questionnaire respondents considered The Martin's Arms to be important/very important, with 11 responses also indicating that the pub should be considered for listing as an 'Asset of Community Value'.

Community Action CF2: The Martin's Arms pub is a key village asset that absolutely needs to be supported and kept open. The Parish Council will consider whether to register the pub as an Asset of Community Value.

The Market Cross

[171.](#) This iconic structure is a National Trust property - the smallest in the East Midlands - and is situated in the very centre of the village. It marks the grant made to Ralph Bassett by Henry III of the right to hold a weekly market and an annual three day fair (1257). The vertical pillar was restored in 1831 on the original base to commemorate the Coronation of

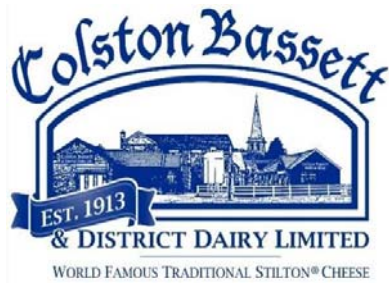


William IV. Repairs were made to the base in the 1980's and again in 2013. The cross is designated an Ancient Monument (Grade II listed) and is maintained by English Heritage.

[172.](#) 78% of questionnaire respondents considered the Market Cross as important/very important

Colston Bassett Dairy Shop

[173.](#) The shop is open for the purchase of beautifully presented, world renowned Colston Bassett Stilton and Shropshire Blue cheese, produced in the adjoining Dairy.



174. Situated on the south eastern edge of the village the dairy was established by the village doctor (Dr Windley) encouraging local farmers to form a co-operative and build a Dairy; land was purchased from Squire Robert Millington Knowles and the Colston Bassett & District Dairy opened in 1913. Products can be purchased on site; a website (www.colstonbassettdairy.co.uk) is available for more detailed information and online sales.

175. 75% of questionnaire respondents considered the Dairy Shop as important/very important

Cricket Pitch and Pavilion

176. The Cricket Pitch and Pavilion are situated in Washpit Lane on the northern outskirts of the village - a beautiful location, nestling between the renovated St Mary's church and its modern replacement St John the Divine, and surrounded by wonderful trees and pasture land. In 2005, Colston Bassett Cricket Club was formed to preserve the long cricketing tradition within this idyllic location in the Vale of Belvoir. The pitch is well maintained and forms a pleasant open space for watching a game of cricket.



The Estate generously allows the Club use of the land on an annual peppercorn rent basis. The Pavilion, which dates originally from the late 19th century, required extensive work in the early 1960's to restore it from a derelict state into a serviceable facility.

177. Unfortunately the present condition of the Pavilion is very poor and it is in need of comprehensive upgrade. The Cricket Club has used several measures to raise money (Race Nights, a 100 club lottery etc.), but these have to date proved insufficient to generate the necessary funds. Plans to apply for grant funding from national sources for upgrades and modernisation, however, are effectively ruled out without first putting in place a much longer lease term agreement (e.g. 10-20 years).

178. 67% of questionnaire respondents felt that the Cricket Pitch and Pavilion were important/very important

Community Action CF3: The Parish Council will support the Cricket Club in its quest to obtain a long lease, and also provide support for grant applications in order to secure a sustainable future for the Cricket Pitch and Pavilion.

Telephone Kiosk and Defibrillator



[179.](#) The red telephone box standing in School Lane in a prominent position adjacent to The Martin's Arms pub is a fine example of a K6 (GPO) telephone kiosk (Grade II listed structure). The kiosk is now the home of the village Defibrillator. Instructions for use are in place inside the kiosk together with the apparatus. However, at a time of high stress, and when very rapid response is required, prior knowledge and familiarity with the equipment is clearly desirable. Offering periodic open instruction sessions for villagers would be an obvious way to ensure that the equipment is used efficiently and effectively should the occasion arise.

[180.](#) 64% of questionnaire respondents stated this amenity was important/very important

Community Action CF4: The Parish Council will facilitate regular training updates to ensure villagers are familiar with use of the defibrillator.

POLICY CF1: RETENTION OF COMMUNITY FACILITIES, AMENITIES, ASSETS - Developments leading to the loss of existing community facilities that are considered essential will not be supported unless it can be demonstrated that:

- a) There is no longer any need or demand for the existing community facility; or
- b) The existing community facility is, demonstrably, not viable using community support such as fundraising and volunteering by parishioners and others; or
- c) The proposal makes alternative provision for the relocation of the existing community facility to an equally or more appropriate and accessible location within the Parish which complies with the other general policies of the Neighbourhood Plan.

The current facilities to which this policy applies are: The

Village Hall and the two adjacent paddocks

The Martin's Arms Public House

St. John the Divine church

The Colston Bassett Dairy The

Cricket Pitch and Pavilion

7.4.2 NEW AND/OR IMPROVED COMMUNITY FACILITIES, AMENITIES, ASSETS

181. Community consultation has confirmed the importance of enhancing the range of community facilities and amenities within the Parish, recognising their value to the local community. In recent times, however, the village has lost the valuable facilities of a shop, a state primary school, a post office, and a café. This, combined with a poor bus service, makes life difficult for those residents with no car, or those who become unable to drive due to advancing age or illness. Internet services are becoming the 'normal' way to access banking, and bank branches in nearby villages have been closed. This trend is likely to continue. Internet shopping is convenient for those who have access to broadband and who are computer literate, however, those residents without a car also tend to be those without I.T. facilities.

182. Community consultation in the questionnaire identified that 90% would like a Village shop, 80% would like a café, and 60% would like a children's play area.

183. The commercial viability of establishing a new shop and/or café are challenging. In 2013 the Store and Café (located in The Old Telegraph Office) closed, as efforts to sell the business as a going concern failed. The Parish would, however, welcome and support any proposals for new facilities in line with Policy CF2.

Neighbourhood Watch

184. At present there is no Neighbourhood Watch scheme in operation in Colston Bassett. Responses in the consultation questionnaire confirmed that opinion is clearly in favour of such a scheme. A majority of respondents (55%) supported the formation of a Neighbourhood Watch scheme within the Parish, with 45% indicating they were ready to volunteer help if such a scheme were introduced.

Community Action CF5: The Parish Council will encourage and support the formation of a Neighbourhood Watch initiative within the Parish.

POLICY CF2: NEW OR IMPROVED COMMUNITY FACILITIES - Proposals that improve the quality and/or range of community facilities will be supported provided that the development:

- a) Meets the design criteria stated in Policy D1;
- b) Will not result in unacceptable traffic movements or other disturbance to residential properties,
- c) Will not generate a need for parking that cannot be adequately catered for,
- d) Is of a scale appropriate to the needs of the locality and conveniently accessible for residents of the village wishing to walk or cycle,
- e) Takes into full account the needs of people with disabilities.

7.5 Transport and Road Safety

7.5.1 TRAFFIC MANAGEMENT

185. Colston Bassett is a small rural Parish with a single main road forming the 'spine' of the village - Colston Rd/Hall Lane/Church Gate/Harby Lane – and which is also the connecting route between Cotgrave and Harby villages. Three smaller roads lead to nearby villages (Church Gate/Wash Pit Lane/Spring Hill/New Rd to Cropwell Bishop and Owthorpe Rd to Owthorpe), and two smaller roads (School Lane, Bunnison Lane) lead to farm properties. One final, important characteristic of village entry/exit roads is that both pass over single-track bridges, which are also listed structures - Hall Lane over the Smite Bridge and Wash Pit Lane over the China Bridge.

186. In 2008 a sub-committee of the Parish Council conducted a Traffic Survey in the village, which showed there were on average 1350 traffic movements/day through the village. The majority (94%) were cars/vans, with lorries/HGVs making up 4%, and motor cycles/cyclists 2%. Pedestrians (local residents and visiting walkers) and horses are also regular road users. After the A46 was dualled, with a new bridge over the A46 easing the route through Colston Bassett for Cotgrave/Harby traffic, the Traffic Survey was repeated (September 2017). Traffic volume had increased by 16%, with a daily average of one traffic movement/minute through the village and clear evidence of a commuting pattern (an early morning peak to the A46 and a late afternoon/evening peak away from the A46). The vehicle distribution was still dominated by cars/vans but the lorries/HGV contribution had almost doubled. The currently planned housing growth in the villages of Harby (+103), Hose (+57), Cotgrave (+350), and Cropwell Bishop (+160) will undoubtedly further increase traffic volume.

187. The National Planning Policy Framework encourages a reduction in greenhouse gas emissions through the introduction of measures which promote a decrease in the number of car journeys. There are several actions that can be taken by individuals and by the public and private sectors to support this objective, although the poor local bus service provision in the village effectively makes car ownership essential.

188. Both Open Day and Questionnaire consultations provided clear evidence of residents' strong concerns regarding traffic safety and absence of appropriate traffic management arrangements in the village. Three particular concerns appeared:

- Excess traffic speed in several areas, e.g. (i) the sharp, double blind bends close to the New Rd/Owthorpe Rd junction where vehicles often cross the central white line, and (ii) the Smite Bridge - only 4.3m wide with no pedestrian footpath, leading to dangerous situations (see (a) below). A give-way system with priority for vehicles leaving the village is in operation, but vehicles entering the village are often travelling too fast, since the speed limit in this location is (surprisingly) still 60mph; a 60mph speed limit also applies over the single track listed China Bridge.
- The 3-way junction in the village centre at the Market Cross is the location of a sharp bend which is blind in both directions, made even more dangerous when cars park close to the

bend; it is particularly dangerous when HGVs have to negotiate this bend (see illustration (b) below)

- Church Gate near St John’s church is considered by residents to be the most accident prone road in the village. Its width is insufficient for two cars to pass safely and one vehicle often has to mount the pavement (see (c) below). A one-way/priority system as on the Smite Bridge is necessary here, currently often operated voluntarily by residents (see (d) below).



(a) Dangerous narrow Smite bridge



(b) HGVs negotiating Market Cross bend



(c) Two vehicle crossing on Church Gate requiring mounting of pavement



(d) Voluntary operation of Church Gate 1-way system

189. To address the above concerns, the Questionnaire gathered residents’ opinions on a selection of possible traffic management/calming and speed control measures, which would lead to safer road use:

- i. New speed limit signage – re-location of the 30mph signs on the 3 village entry/exit roads (Hall Lane, Harby Lane and Washpit Lane) much further from the village centre than currently; in addition a 20mph zone in the village centre, extending from just before the Smite Bridge on village entry to between the Harby Rd/Church Gate bend and Baker’s Lane on village exit,
- ii. Altered traffic management along Church Gate near St John’s church – e.g. a similar enforced one-way priority system as on the Smite Bridge,

- iii. Improved/extra signage for HGVs - additional and larger/clearer signage to inform and warn lorries/HGVs of the single track Smite/China Bridges.

190. To indicate community support for such measures, the percentage of Questionnaire responses, which were either supportive or strongly supportive were:

- | | |
|---|-----|
| ➤ Current locations of speed signage inadequate - | 84% |
| ➤ Excess traffic speed through the village centre - | 72% |
| ➤ For movement of 30 mph signs away from village centre - | 86% |
| ➤ For 1-way priority system on Church Gate - | 76% |
| ➤ For 20mph zone along Church Gate - | 71% |

Community Action TRS1: Traffic Management - The Parish Council will develop a coherent action plan to address traffic and parking issues that have been identified in the Neighbourhood Plan including:

a) Continue to lobby with appropriate authorities for alternative and better-placed speed limit signage within the Parish,

b) Develop appropriate traffic management/calming measures for roads within the Parish identified in the Neighbourhood Plan as of high community concern, and lobby appropriate authorities for remedial action.

~~b)~~

— With specific regard to the HGV traffic through the Village, a question asked to gauge the level of community concern produced a 'split' response – 45% indicated high/strong concern but 42% indicated low/no concern. The most likely explanation for this is that since the volume of lorry/HGV traffic is low compared to car traffic (but has doubled in the last 8 years as noted above), some residents report not seeing any HGV problem, whereas those that have observed the HGV traffic through the village centre have seen how dangerous this can be (see photos above). Many respondents commented on the lack of "max 7.5tonne except for access" signage close to the village on the entry/exit roads. The current signs are at the Cropwell Bishop end of Colston Rd and some distance away from the village on Harby Lane; there is no sign on the entry road over the narrow China Bridge. Many believe most HGV traffic is driving straight through the village rather than requiring access to village properties. A question on what

191. measures would be welcomed to reduce HGV traffic produced 47 responses, with the most often occurring suggestions being the following:

- Increased level of signage and use of illuminated signage to emphasis narrow bridges,
- Enforcement of existing restrictions – perhaps by Parish Council contacting local Police to ask for advice on stricter application/enforcement of HGV ban, and/or to local hauliers/companies whose lorries/HGVs are observed to abuse current restrictions,

- Use of a camera system to deter and/or identify regular offenders.

Community Action TRS2: HGVs - The Parish Council will engage transport authorities and, where necessary, the police:

- to improve the visibility of signage for the 7.5tonne HGV limit, particularly in connection with the two bridge entries into the village,
- to improve enforcement of the 7.5tonne HGV limit by identifying regular offenders and communicating with haulage companies whose lorries are in breach of the weight restrictions and are causing traffic problems within the Parish.

POLICY TRS1: TRAFFIC MANAGEMENT WITH REGARD TO NEW DEVELOPMENT - With particular regard to the rural highway network of the Parish and the need to minimise any increase in vehicular traffic all housing and commercial development must:

- Incorporate sufficient off-road parking in line with housing policy D1;
- Not remove or compromise the use of any existing off-road parking areas unless a suitable equivalent alternative is provided;
- Provide any necessary improvements to site access, communal parking and the highway network either directly or by financial contributions;
- Consider, where appropriate, the improvement and where possible the creation of footpaths to key village services.

7.5.2 PUBLIC TRANSPORT PROVISION

[192.](#) Local Bus Services - Colston Bassett has very limited bus services (Routes 850 and 852) which are used by very few people. Indeed, for those few residents who have no car of their own or who are unable to drive, carrying out routine day-to-day tasks such as shopping, going to the bank, and attending an appointment at the Cropwell Bishop Surgery is extremely difficult. Although many residents make good use of the internet for access to shopping and banking, it must be stressed that those residents who have no transport of their own are also likely to be those who have no access to the internet.

— Observations from the traffic survey (Autumn 2017) recorded only 2 individuals travelling by bus over a monitoring period of three days, and it is a common sight to see the bus completely

[193.](#) empty. The questionnaire identified only a very small number of infrequent users. No respondent travels to work by bus. Many residents question the economic viability of maintaining such a service that is clearly not meeting need. When asked for suggestions to make the bus service more attractive, comments focussed on frequency, reliability, but also the need for a service which travels at the right time and to the right

destinations. It is clear that a radical re-think is called for.

194. It is intended to trial a voluntary community transport scheme, taking people to the doctors and the shops etc. 57 people responded in the questionnaire to say that they would help with driving, whereas just 10 said they have a need. In addition to private cars, the scouts at Cropwell Bishop have a minibus, which may be a suitable vehicle and economic option to facilitate small scale outings.

Community Action TRS3: Public Transport - The Parish Council will lobby the County Council to make realistic and economic changes to the service to better match the needs of residents.

7.5.3 CYCLING

195. The Parish and surrounding rural areas are popular with leisure cyclists, particularly at weekends. 85% of respondents to the questionnaire agreed or strongly agreed that cyclists and walkers should be encouraged, however there was concern raised about the influx of large groups of cyclists. It is considered, however, that there is realistically no opportunity to designate cycleways given the nature of the narrow rural roads.

7.5.4 PARKING

196. About 40% of respondents to the 2017 Questionnaire were of the opinion that the lack of village centre parking facilities and associated on-road car parking were causing such serious road safety issues as to require action. On-road car parking close to the blind bend near the Market Cross was mentioned particularly. The suggestion to use double yellow lines in this location produced a finely balanced response (41% in support and 45% against), with several comments that these were inappropriate for a rural location. On the other hand, the enquiry as to where off-road parking for the village centre should be located if it were introduced resulted in 32 suggestions for the paddock to the left hand side of the Village Hall. This is already used on an ad-hoc basis for Village Hall events, and is in exactly the right location to discourage the on-road parking causing most concern. As noted in sub-section 3.1.1, if this were designed as a permanent 'Country Park' style parking facility, this might form an acceptable solution.

Community Action TRS4: Parking - The Parish Council will endeavour:

- (a) To secure the ongoing use of the village hall left-hand paddock to provide car parking for daily use throughout the year.
- (b) To undertake an ongoing awareness exercise to make explicit the negative impact on inconsiderate parking.

7.5.5 ELECTRIC VEHICLES

197. The UK government has recently announced its intention to ban sales of new petrol and diesel cars from 2040 to combat rising levels of air pollution (in particular NO_x) and address climate change concerns. The implication is that the number of 'pure' electric vehicles

(EVs) on the road (i.e. not hybrid) will almost certainly soon increase rapidly (there is some evidence this is already starting). If EVs are to have a similar range to today's petrol/diesel cars, they will need to have large capacity batteries installed (for example, the 2018 Jaguar iPace is designed for a 290-mile range and has a battery capacity of 90kWh). This raises the crucial question of battery recharging. Residential charging is probably the current norm but using a typical generator size of 3.7kW (installed as standard on board current EVs and with similar electrical usage as a domestic kettle), this would take 19 hours to recharge the battery (assuming a typical run-down state of 25% of maximum). The lower capacity (and lower range <100miles) Nissan Leaf would take about 6 hours. The availability of larger capacity on-board generators (7kW) is emerging, which would halve these times, but this is then the maximum that would be possible using current standard domestic electricity supply (single-phase 240 volt). However, residential charging is only allowed where off-road parking is available. This issue is already influencing planning and building regulations; in London for example any new development that includes more than 5 parking spaces must include electric charging points in greater than 5% of these. It would seem wise to include a similar requirement for new developments even in locations such as Colston Bassett if rural communities are not to be left behind. Similarly, commercial rapid charging facilities are growing across the country (making use of 3-phase supply not possible at the domestic level and reducing the 7kW re-charge time by a factor of 3). These could be utilised in Colston Bassett by installation in a permanent parking area as described above, providing recharge possibility for residents with no off-road parking, and allowing opportunity fast re-charge for all residents.

POLICY TRS2: ELECTRIC VEHICLES - Residential development [involving new-build or changes of use](#) of one dwelling or more should provide 7kW cabling, or better if feasible, to the most practical point in the home to facilitate subsequent installation of a home electric vehicle charging point.

The provision of communal vehicular charging points within the Parish will be encouraged where there is universal access and their presence does not impact negatively on existing available parking in the Parish.

7.5.6 PEDESTRIAN PATHS/PAVEMENTS

— At the Open Day consultation several comments were made about the poor quality and poor maintenance of roadside pedestrian paths/pavements within the village. The Questionnaire included a request to identify areas of concern. Around 52 specific comments were received, indicating a significant level of community dissatisfaction with the status quo. It would be

[198.](#) appropriate if the Neighbourhood Plan contained actions to address the issues raised, particularly seeking to improve aspects such as upgrading areas of paths/pavements considered not fit for purpose, implementation of a regular maintenance programme, and enhancement of the exiting network of pavements/paths were this is needed. The most important (often mentioned) specific issues highlighted in the Community consultation are:

- All pavements/paths in the Village Centre require levelling, with many having a steep, uneven camber or containing bad cracks,
- Several areas of pavements/paths are narrowed because of outgrowing hedges,
- The Colston Rd/Hall Lane pavement between New Road and the Smite Bridge is in urgent need of attention. Parts of the path currently have a poorly maintained part grass verge, which should be removed and the path restored to a full tarmac path,
- The stretch on the bend near the Owthorpe Rd. junction is very bad,
- The Church Gate path from the Market Cross to the Harby Lane bend requires considerable improvement (widening?) to be brought to an acceptable (safe?) standard,
- School Lane from the paddock before the Village Hall to the road end requires considerable attention,
- There is no footpath leading from the Village Centre to the bus stop in Harby Lane or to the Dairy – serious omissions,
- Generally more frequent pavement sweeping/cleaning is required.

199. Traffic generation can be minimised by connecting development to the village via footpaths/providing broadband connections to support home working.

POLICY TRS3: PEDESTRIAN PATHS/PAVEMENTS - Developments will be supported where they maintain and where appropriate, upgrade ~~and where appropriate, or~~ extend the pedestrian footpath network.

This should be achieved by:

a) Servicing new developments and connecting them to the existing pedestrian footpath network; and

~~b) Encouraging walking over car use for making journeys within the Parish; and~~

b) Providing an improved and more extensive footpath network to support exercise and leisure activities for Colston Bassett Parish residents and visitors. The priorities are as follows:

I. Church gate – improved footpath for access to St. John’s Church and the Village Hall

II. Harby Lane - New footpath to the Dairy

~~III.~~ Sandpit Hollow – Improved accessibility for pedestrians

7.6 Business and Employment

7.6.1 SUPPORT FOR EXISTING BUSINESSES AND EMPLOYMENT

200. Good employment opportunities in the Parish and the strength of the community go hand

in hand. Supporting the growth of employment opportunities in the Parish is therefore recognised as an important theme of the Neighbourhood Plan. 94% of respondents to the Colston Bassett 2017 consultation welcomed more business to the Parish. This response included 94% supporting new cottage industry businesses, 92% new home-based businesses, 91% a shop, 85% a café, 72% farm diversification, and 71% small workshops. Respondents did feel, however, that such new business should be in keeping with and not in detriment to the rural and predominantly residential nature of the Parish.

201. Colston Bassett is a rural parish but not too distant from several significant employment centres such as Nottingham, Grantham and Newark. Employment opportunities within the Parish are however limited in scale. The types of principal businesses and employers located within the Parish include:

1. Colston Bassett Dairy - Cheese maker
2. Colston Bassett School - Private Primary School
3. The Martin's Arms Public House
4. Belvoir Boarding Kennels
5. Belle Vue Riding School/Livery Yard (home of Belvoir RDA (Riding for the disabled))
6. Farms and related diversified businesses.

202. For most workers resident in the Parish the lack of significant local employment opportunity means that they must work away from the Parish. This impacts particularly on young people for whom the high property values and lack of starter homes, combined with the lack of local employment opportunities make Colston Bassett Parish an unattractive and difficult potential option for residence. Respondents showed a desire to reverse this situation and attract a younger demographic into the Parish.

203. There is an increasing trend for residents to work from home, whether this is for part of the working week or entirely. 19 individual respondents to the 2017 Consultation work from home. The survey also identified that 14 operate a business within the Parish, 10 employ others in their locally based business, and 19 are self-employed. 11 individual respondents are employed in Colston Bassett. With improving internet connectivity locally and changing employment patterns nationally, the trend for home working is likely to grow, making the Parish a place where a greater percentage of the population are spending their time within the Parish. This could create opportunities – for joint working, business hubs, support groups etc.

— The largest employer is the Colston Bassett Dairy, which employs around 35 people most of whom travel from Grantham or Cotgrave. The high cost of housing, combined with the poor public transport was cited as the reason for this employment pattern. Lack of housing which is

204. affordable and lack of public transport was also cited by the Martin's Arms public house as a barrier to recruitment.

205. In order to protect and strengthen the economic base within the Parish, where there are

buildings dedicated to business use in the Parish they should be protected against being lost to other uses.

POLICY BE1: SUPPORT FOR EXISTING BUSINESSES & EMPLOYMENT OPPORTUNITIES - There will be a strong presumption against the loss of commercial premises or land that provides employment ~~or future potential employment opportunities~~. Applications for a change of use ~~to an activity that does not provide~~ of land or buildings which would involve the loss of an existing employment opportunity ~~ies~~ will only be supported where if it can be demonstrated that:

- a) The commercial premises or land in question has not been in active use for at least 12 months;
and
- b) The commercial premises or land in question has no potential for either reoccupation or redevelopment for employment-generating uses, demonstrated through results from both a full valuation report and a marketing campaign lasting for a continuous period of at least 6 months.

7.6.2 SUPPORT FOR NEW BUSINESSES AND EMPLOYMENT

206. New employment initiatives can help to boost and diversify the local economy, thus providing more local employment opportunities.

207. However, parishioners have been clear that any new employment initiatives should be small- scale and sensitive to the character of the Parish. Employment proposals should only be approved if they avoid harmful impacts on other matters agreed to be locally important such as increased traffic flows, parking, residential amenity, the preservation of historic/heritage assets and the local environment. In the 2017 Consultation questionnaire, concern was expressed that inappropriate commercial development within the Parish's tranquil, rural setting could threaten the desirability of developing more appropriate business and employment opportunities.

208. The questionnaire also identified the desire for a village shop. It is acknowledged, however, that such shops are rarely viable as stand-alone businesses, especially since supermarket outlets, with their economies of scale, are situated in nearby Cropwell Bishop, Cotgrave, and West Bridgford. Consequently, support through fellow parishioners taking carless parishioners on shopping trips or encouraging the use of internet shopping is perhaps a more feasible option.

POLICY BE2: SUPPORT FOR NEW BUSINESSES AND EMPLOYMENT - In supporting additional employment opportunities, new developments will be required to:

- a) Fall within the Settlement Boundary for the Colston Bassett Parish defined in policy S1, unless it relates to small scale leisure and tourism activities, community services and facilities, or small-scale employment generating development, retail and farm diversification;
- b) Where possible development should be sited in existing buildings or on areas of previously developed land;

- c) Be of a size and scale not adversely affecting the character, infrastructure and environment of the village itself and the Neighbourhood Plan area, including the countryside;
- d) Not generally involve the loss of dwellings;
- e) Not increase noise levels or light pollution or introduce any pollution to an extent that they would unacceptably disturb occupants of nearby residential property;
- f) Not generate unacceptable levels of traffic movement and on-road parking, or make appropriate provision for adequate off-road parking;
- g) Contribute to the character, the design of the local built environment and the vitality of the local area.

7.6.3 HOME WORKING

209. In rural areas such as Colston Bassett Parish, with limited local employment opportunities, one benefit of supporting home working is that it helps to promote local employment activities whilst reducing the dependency of the car for long journeys to employment sites outside the Parish.

210. However, it is recognised that people may not have a suitable space within their home from which to run a business, or they may wish to distinctly and deliberately separate their work and living spaces. The construction of extensions, the conversion of outbuildings, and the development of new freestanding buildings in gardens from which businesses can operate will be supported. This is intended to maximise the opportunities for entrepreneurial activity and employment in Colston Bassett Parish.

211. Whilst it is acknowledged that it may not always be possible, there is also a strong desire for new housing to contain a small office space to accommodate home working.

POLICY BE3: HOME WORKING - Proposals for the use of part of a dwelling for office and/or light industrial uses, and for small scale free standing buildings within its curtilage, extensions to the dwelling or conversion of outbuildings for those uses, will be supported where:

- a. Such development will not result in unacceptable traffic movements and that appropriate parking provision is made,
- b. No significant and adverse impact arises to nearby residents or other sensitive land uses from noise, fumes, light pollution, or other nuisance associated with the work activity, and
- c. Any extension or free-standing building shall be designed having regard to policies in this Plan and should not detract from the quality and character of the building to which they must be subservient by reason of height, scale, massing, location or the facing materials used in their construction.

7.6.4 FARM DIVERSIFICATION

212. Farm diversification can provide opportunities for the establishment and development of small businesses that generate income and employment opportunities for local people.

Belvoir Boarding Kennels is an example of how farm buildings have been successfully utilised in a sustainable manner.

213. Diversification, supported by 73% of respondents to the questionnaire, will be encouraged to maintain a balanced and vibrant community, subject to the proper consideration of the impact on residents of any nearby houses and the broader community, visual or other impact on the countryside and highway safety issues.

214. New business development in the Parish should therefore:

1. Promote a viable and sustainable farming and rural economy in Colston Bassett Parish
2. Promote the diversification of rural businesses
3. Encourage new businesses to provide a wider range of local produce, services and leisure facilities, to provide local employment and attract visitors to the Parish
4. Maintain and enhance the local environment of rural and agricultural land

POLICY BE4: FARM DIVERSIFICATION - In order to support farm diversification and the sustainable growth and expansion of businesses, the conversion of existing agricultural and commercial buildings will be supported subject to:

- a) the development respects ~~Conversion/adaptation work does not harm~~ the local character of the surrounding area;
- b) The development does not have an adverse impact on any archaeological, architectural, historic or environmental features;
- c) The local road system is capable of accommodating the traffic generated by the proposed new use and adequate parking can be accommodated within the site;
- d) There is no significant adverse impact on neighbours through noise, light or other pollution, increased traffic levels or increased flood risk.

7.6.5 TOURISM

215. Colston Bassett is a beautiful rural parish to which walkers, horse riders, cyclists and other visitors are attracted. The Parish is keen to extend a welcome to visitors whilst ensuring that their visit does not have a negative impact on parishioners - for example, in the context of traffic.

216. The offer to visitors may be enhanced over the lifetime of the Neighbourhood Plan through the development of activities, places to eat and stay, in addition to infrastructure such as signage, seating, parking, information leaflets (walking guides) and other provision to welcome visitors to the Parish.

Community Action BE1: Tourism - The Parish Council will work with the community in developing a coherent action plan to maximise the positive experience of tourism to both Parishioners and visitors to the Parish.

POLICY BE5: TOURISM – Proposals to enhance tourism will be supported where the development:

- ~~a) Is within the Settlement Boundary and, in principle, in the countryside (subject to compliance with other development plan policies);~~
- b) Does not have a detrimental effect on the distinctive rural character of the Parish;
- c) Does not adversely affect the surrounding infrastructure, particularly local road networks and water supply and sewerage;
- d) Benefits the local community, through for instance, provision of local employment opportunities and improvements to local service provision, and is proportionate to the size of settlement in which it is located; and
- e) Involves, where feasible, the re-use of existing buildings or is part of farm diversification.

7.6.6 BROADBAND AND MOBILE INFRASTRUCTURE

217. The modern economy increasingly depends on high-quality communications infrastructure to reap maximum benefit from technological advances. High-speed internet connectivity drives business innovation and growth and creates business and employment opportunities. Online searching and transactions facilitate access to information and services, also providing new and easier opportunities for education and learning. The standard of broadband infrastructure is particularly important in rural settings such as Colston Bassett Parish, where high-speed broadband enables access to the ever-increasing number of online applications and services provided by both public and private sectors. Equally, access to a high-quality mobile signal is crucial for the rapid and always-available communication that makes up an increasing component of day-to-day life. Good broadband and mobile infrastructure can also contribute to reduced social exclusion.

218. Broadband provision in Colston Bassett was recently improved (mid-2016) by the installation of a BT Openreach FTTC (Fibre-To-The-Cabinet) service. However, the cabinet is located at the end of Owthorpe Road and hence is still some distance from most properties in the village. The need for residual copper connectivity between the cabinet and households reduces the maximum data speeds available typically by as much as 60%. Responses in both the Open Day and the Consultation Questionnaire in 2017, however, revealed that 44% still consider that the broadband service is poor or very poor, although 28% reported the service to be good or very good. This 'split' in opinion is probably caused by only some residents having upgraded their service to the highest level (i.e. most expensive) on offer commercially. Those that have will have benefitted from greatly improved broadband speeds; typically speeds of ~30Mbps are then possible (which then deserves the label 'high-speed', even though it is much less than the advertised 'peak' speed). Others are likely still to be operating in the 1-10Mbps range. In spite of this recent improvement, it is crucial to emphasise that continued progress is still necessary, enabling

all businesses and households in Colston Bassett Parish to obtain access to an improved broadband service. New developments in communications technology are inevitable over the life of this plan (genuine 'superfast' broadband (>300Mbps) is starting to appear), and it is essential the Parish should take advantage of these for the benefit its Parishioners.

219. The 2017 questionnaire response to rating the quality of mobile phone service was even worse than for broadband. Over 70% of respondents consider the mobile phone reception is poor or very poor. There is undoubtedly some dependence between particular network service providers (some networks report 'good outdoors, patchy indoors'), but, unlike broadband, there does not seem to be much evidence of concerted efforts to achieve improvement. The availability of a nearby-located mast is probably the only simple solution (the nearest is currently located just off the A46), but it is unlikely that this would be acceptable to village residents, unless this could be sympathetically located, and certainly must be shared by more than one provider.

POLICY BE6: BROADBAND AND MOBILE INFRASTRUCTURE - Proposals to provide improved access to faster broadband for residential and commercial dwellings will be supported.

Improvements to the mobile telecommunication network that serves all businesses and households within the Parish will be supported. If a new mast is installed, this must be shared where possible by more than one provider.

Any infrastructure improvements requiring above-ground installations must be sympathetically located (or preferably hidden from view), designed to integrate into the local area and not be in or near to open landscapes.

8 Monitoring and Review

220. The Neighbourhood Plan will last until 2028. During this time, it is likely that the circumstances which the Plan seeks to address will change.

221. The Neighbourhood Plan will be regularly monitored. This will be led by Colston Bassett Parish Council on at least an annual basis. The policies and measures contained in the Neighbourhood Plan will form the core of the monitoring activity, but other data collected and reported at the Parish level relevant to the delivery of the Neighbourhood Plan will also be included.

222. The Parish Council proposes to formally review the Neighbourhood Plan in 2023 or to coincide with the review of the Rushcliffe Local Plan if this cycle is different.