



TO COUNCILLOR:

Mrs R H Adams (Mayor)
N Alam
L A Bentley
G A Boulter
J W Boyce
Mrs L M Broadley
F S Broadley
D M Carter
M H Charlesworth

Mrs H E Darling JP
M L Darr
Mrs L Eaton JP
D A Gamble
F S Ghattoraya
Mrs S Z Haq
Miss P V Joshi
J Kaufman (Deputy Mayor)
Mrs L Kaufman

Miss A Kaur
Ms C D Kozlowski
Mrs H E Loydall
K J Loydall
D W Loydall
Mrs S B Morris
R E R Morris
Dr I K Ridley

I summon you to attend the following meeting for the transaction of the business in the agenda below.

Meeting: Full Council
Date and Time: Tuesday, 27 September 2022, 7.00 pm
Venue: Council Offices, Bushloe House, Station Road, Wigston, Leicestershire, LE18 2DR
Contact: Democratic Services
t: (0116) 257 2775
e: democratic.services@oadby-wigston.gov.uk

Yours faithfully

Council Offices
Wigston
16 September 2022

Mrs Anne E Court
Chief Executive



Meeting ID: 2258



It has cost **£10.42** to print, package and post this single agenda pack for this meeting.
A full cost breakdown for all agenda packs for this meeting is provided further down..

ITEM NO.

AGENDA

PAGE NO'S

Live Stream of Meeting | Instructions

This meeting will be live streamed.

Press & Public Access:

YouTube Live Stream

A direct link to the live stream of the meeting's proceedings on the Council's YouTube Channel is below.

<https://youtu.be/XYbKfD6IgB0>

1. Calling to Order of the Meeting

The meeting of the Council will be called to order to receive Her Worship The Mayor and Deputy Mayor.

2. Apologies for Absence

To receive apologies for absence from Members to determine the quorum of the meeting in accordance with Rule 7 of Part 4 of the Constitution.

3. Declarations of Interest

Members are reminded that any declaration of interest should be made having regard to the Members' Code of Conduct. In particular, Members must make clear the nature of the interest and whether it is 'pecuniary' or 'non-pecuniary'.

4. Minutes of the Previous Meeting

4 - 9

To read, confirm and sign the minutes of the previous meeting in accordance with Rule 19 of Part 4 of the Constitution.

5. Action List Arising from the Previous Meeting

10 - 32

To read, confirm and note the Action List arising from the previous meeting.

6. Motions on Notice

To consider any Motions on Notice in accordance with Rule 14 of Part 4 of the Constitution.

7. Petitions, Deputations and Questions

To receive any Petitions, Deputations and, or, to answer any Questions by Members or the Public in accordance with Rule(s) 11, 12, 13 and 10 of Part 4 of the Constitution and the Petitions Procedure Rules respectively.

8. Mayor's Announcements

To receive any announcements from the Mayor in accordance with Rule 2 of Part 4 of the Constitution.

a. Official Mayoral / Deputy Mayoral Engagements

33 - 34

9. Leader's Statement

To receive any statement from the Leader of the Council in accordance with Article 2.9.2(ii) of Part 2 of the Constitution.

10. Medium-Term Financial Strategy (MTFS) (2022 - 2027)

35 - 81

Report of the Strategic Director / Section 151 Officer

11. Maximising the Council's Income (September 2022)

82 - 94

Report of the Strategic Director / Section 151 Officer

12. Budget Setting Approach (2023/24)	95 - 98
Report of the Strategic Director / Section 151 Officer	
13. Draft Land and Buildings Disposal Policy (September 2022)	99 - 133
Report of the Head of Law & Democracy / Monitoring Officer	
14. UK Shared Prosperity Fund Local Partnership Group Formation	134 - 140
Report of the Economic Regeneration Manager	
15. Domestic Abuse Policies (September 2022)	To Follow
Report of the Housing Manager Report of the Interim HR Manager	
16. Civic Agreement Update with Leicester/shire Universities	141 - 151
Report of the Strategic Director	
17. New Vision for the Council (Presentation)	To Follow
Presentation of the Strategic Director	

**You can access all available public meeting documents
and audio-visual live streams and recordings electronically on:**



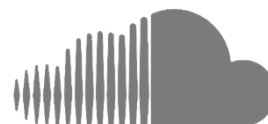
Our website **oadby-wigston.gov.uk** under
'Your Council' and
'Meeting Dates,
Agendas & Minutes'



Your smart **iPad, Android** or
Windows device
with the intuitive
'Modern.Gov' app



Our **YouTube** Channel
available at
bit.ly/3vji3FY or
smart device with the
'YouTube' app.



Our audio platform
soundcloud.com/oadbywigstonbc or
smart device with the
'SoundCloud' app



**The cost breakdown for printing, packaging and posting the agenda pack for
this meeting (excluding any carbon footprint impact) is calculated as follows:**

	This agenda pack (1)	All agenda packs (XX)
Paper, ink and envelope (A4 white, colour, C4 envelope)	£8.18	£122.70
Postage (1st class, large, 500g)	£2.24	£33.60
Officer time (Pro rata hourly rate, 1.5 hours)	n/a	£15.47
Total cost(s)	£10.42	£161.77

Please contact Democratic Services to discuss the more cost-effective and environmentally-friendly options available for receiving this agenda pack, including any IT and/or training requirements.

Agenda Item 4

**MINUTES OF THE MEETING OF THE FULL COUNCIL HELD AT THE COUNCIL OFFICES,
BUSHLOE HOUSE, STATION ROAD, WIGSTON, LEICESTERSHIRE, LE18 2DR ON
TUESDAY, 12 JULY 2022 COMMENCING AT 7.00 PM**

PRESENT

J Kaufman
Mrs L Kaufman

Deputy Mayor
Vice-Chair, Acting



Meeting ID: 2237

COUNCILLORS

L A Bentley
G A Boulter
J W Boyce
Mrs L M Broadley
F S Broadley
M H Charlesworth
Mrs L Eaton JP
F S Ghattoraya
Mrs S Z Haq
Miss P V Joshi
Miss A Kaur
D W Loydall
Mrs S B Morris

Leader of the Council

Deputy Leader of the Council
Leader of the Opposition

OFFICERS IN ATTENDANCE

S J Ball
C Campbell
A E Court
P Fisher
D Garner
D M Gill
J Kenyon
R Sohal
A Thorpe

Legal & Democratic Services Manager / Deputy Monitoring Officer
Head of Finance / Deputy Section 151 Officer
Chief Executive / Head of Paid Service
Strategic Director
Regeneration Project Manager
Head of Law & Democracy / Monitoring Officer
Economic Regeneration Manager
Finance Manager
Head of Built Environment

14. CALLING TO ORDER OF THE MEETING

The meeting of the Council was called to order to receive the Deputy Mayor.

A minute's silence was observed in memory of both the late former County Councillor, Mr Alan Kind, and the late former Oadby Urban District and Borough Councillor, Mr Richard Pollard.

Tributes were led by Councillor G A Boulter and the Deputy Mayor respectively.

15. APOLOGIES FOR ABSENCE

An apology for absence was received from Her Worship The Mayor, Councillor Mrs R H Adam, and Councillors N Alam, D M Carter, Mrs H E Darling JP, M L Darr, Ms C D Kozlowski, Mrs H E Loydall, K J Loydall, R E R Morris and Dr I K Ridley.

It was moved by Councillor G A Boulter, seconded by Councillor K J Loydall and

Full Council
Tuesday, 12 July 2022, 7.00 pm

Mayor / Deputy
Mayor's Initials

UNANIMOUSLY RESOLVED THAT:

Councillor Mrs L Kaufman be appointed the Vice-Chair for the duration of the meeting only.

16. DECLARATIONS OF INTEREST

None.

17. MINUTES OF THE PREVIOUS MEETING

17a. FULL COUNCIL - TUESDAY, 5 APRIL 2022, 7.00 PM

By affirmation of the meeting, it was

UNANIMOUSLY RESOLVED THAT:

The minutes of the previous meeting held on 5 April 2022 be taken as read, confirmed and signed.

17b. FULL COUNCIL, AGM (2022/23) - TUESDAY, 10 MAY 2022, 7.00 PM

By affirmation of the meeting, it was

UNANIMOUSLY RESOLVED THAT:

The minutes of the Annual General Meeting (2022/23) held on 10 May 2022 be taken as read, confirmed and signed.

18. ACTION LIST ARISING FROM THE PREVIOUS MEETING

There was no Action List(s) arising from the previous meeting(s).

19. MOTIONS ON NOTICE

19a. THE STATE OF POLLUTION OF RIVERS IN ENGLAND

The Council gave consideration to the Motion on Notice (as set out at pages 15 – 16 of the agenda reports pack) in relation to the state of pollution of rivers in England ("the Motion")

The Council was advised that due to transposition error, paragraphs 1.2 and 1.12 of the Motion as originally published (as set out at 15 page of the agenda reports pack) ought to be disregarded.

It was moved by Councillors M H Charlesworth, seconded by Councillor Mrs L M Broadley and

UNANIMOUSLY RESOLVED THAT:

The Motion be carried, excluding paragraphs 1.2. and 1.12 of the Motion as originally published.

20. PETITIONS, DEPUTATIONS AND QUESTIONS

20a. PRESERVATION OF CHRISTOPHER DRESSER'S SIGNIFICANT WORKS

The Head of Law & Democracy / Monitoring Officer provided the following response to the Question on Notice (as set out on page 17 of the agenda reports pack) received by Councillor M H Charlesworth in relation to the preservation of significant works by Christopher Dresser's at Bushloe House.

Grade II listed buildings are subject to regulations which protect their historical and architectural significance. These buildings are of special interest, meaning alterations and building work cannot be carried out without written consent from the Local Planning Authority. The listing of a building includes the interior and any fixtures, for example the staircase at Bushloe House. Unauthorised works are a criminal offence punishable by an unlimited fine and/or imprisonment for a maximum of 2 years.

No supplementary question was asked by Councillor M H Charlesworth.

21. MAYOR'S ANNOUNCEMENTS

There were no announcements in the absence of Her Worship The Mayor.

21a. OFFICIAL MAYORAL / DEPUTY MAYORAL ENGAGEMENTS

By affirmation of the meeting, it was:

UNANIMOUSLY RESOLVED THAT:

The list of Official Engagements attended by The Mayor and/or Deputy Mayor be noted.

22. LEADER'S STATEMENT

The Leader of the Council presented a Statement outlining his recent work, the administration's plans and an overview of recent decisions taken since the previous meeting of the Council.

In particular, the Leader of the Council provided an update on the current position regarding the Levelling Up Fund and the UK Shared Prosperity Fund relating to this Council and relative and comparative impacts it would have on both the Borough, the immediate Leicester/shire and Rutland area and the wider East Midlands region.

23. PAY POLICY STATEMENT (2022/23)

The Council gave consideration to the report and appendix (as set out at pages 20 – 27 of the agenda reports pack) which asked it to approve the Pay Policy Statement for 2022/23.

The Council was advised that at paragraph 2.1 of the report (as set out at 21 page of the agenda reports pack) the pay award for 2021/22 ought to have read 1.75% and not 1.9%.

It was moved by the Deputy Leader of the Council, seconded by Councillor Mrs S B Morris and

UNANIMOUSLY RESOLVED THAT:

- (i) That the content of the report and appendix be noted;**
- (ii) The Pay Policy Statement for 2022/23 (as set out at Appendix 1 to this report) be approved.**

24. SPECIAL SEVERANCE PAYMENTS BY LOCAL AUTHORITIES

The Council gave consideration to the report and appendices (as set out at pages 28 - 44 of the agenda reports pack) which asked it to approve certain amendments to the Constitution following the issuing of statutory guidance on the making of special severance payments by local authorities.

It was moved by the Leader of the Council, seconded by Councillor Mrs S B Morris and

UNANIMOUSLY RESOLVED THAT:

- (iii) The content of the report and appendices be noted;**
- (iv) The amendments to the Constitution (as set out in paragraphs 5.7, 5.8 and 5.9 of the report) be approved.**

25. UK SHARED PROSPERITY FUND INVESTMENT PLAN

The Council gave consideration to the report and appendices (as set out at pages 45 - 56 of the agenda reports pack) which asked it to approve certain amendments to the Constitution following the issuing of statutory guidance on the making of special severance payments by local authorities.

In relation to the Leader of the Council's earlier Statement (at agenda item 10 and minute item 9), he clarified that the UK Shared Prosperity Fund applied Borough-wide, the Levelling Up Fund applied to Wigston due to an identified development need, and the County Deal applied to the entire Leicester/shire and Rutland area.

It was moved by the Leader of the Council, seconded by Councillor Mrs S B Morris and

UNANIMOUSLY RESOLVED THAT:

- (v) The content of the report and appendix be noted;**
- (vi) The Leader of the Council, in conjunction with the Strategic Director / Section 151 Officer be given delegated authority to approve the final OWB Investment Plan submitted to DHLUC (as set out in paragraph 3.1 of the report); and**
- (vii) The Strategic Director / Section 151 Officer be given authority to make required changes to the Council budget (as set out in paragraph 2.1 of the report).**

26. LEICESTER AND LEICESTERSHIRE STATEMENT OF COMMON GROUND (2022)

The Council gave consideration to the report and appendix (as set out at pages 57 - 104 of the agenda reports pack) which asked it to approve to approve the Leicester and Leicestershire Statement of Common Ground relating to Housing and Employment Land Needs.

The Council was advised that, in response to Members' comments relating to Leicester City Council's purported ability to meet its own 'unmet need' by building upwards (e.g. high - rise apartments) than outwards, evidence-based demand for particular property types, together with appropriate infrastructure to support development on available albeit limited land supply, were also key considerations.

The Council was further advised that, at the present time, there remained an ongoing Duty to Cooperate on strategic housing and employment growth matters and that the Council itself has always been able to meet its own needs through the implementation of its own

Strategic Growth Plan as part of the adopted Local Plan.

It was moved by the Leader of the Council, seconded by Deputy Leader of the Council and

RESOLVED THAT:

The signing of the Leicester and Leicestershire Statement of Common Ground relating to Housing and Employment Land Needs (2022) be approved.

Votes For	10
Votes Against	2
Abstentions	3

27. NEW VISION FOR THE COUNCIL (PRESENTATION)

The Council gave consideration to the presentation (a copy of which is provided with this minute) which asked it to approve an 8-week consultation between 18 July and 9 September 2022 in relation to the Council's New Vision as proposed.

The Council was advised that, once the New Vision was adopted and approved by Council at its meeting on 27 September 2022, Members would be consulted on a revised Corporate Plan in order to gauge whether the New Vision is being realised.

It was moved by the Leader of the Council, seconded by Deputy Leader of the Council and

By affirmation of the meeting, it was

UNANIMOUSLY RESOLVED THAT:

An 8-week consultation between 18 July and 9 September 2022 in relation to the Council's New Vision as proposed be approved.

28. BROCKS HILL / OFFICE RELOCATION PROJECT (PART I) (OPEN)

The Council gave consideration to the report and appendix (as set out at pages 105 - 111 of the agenda reports pack) together with a presentation (a copy of which is provided with this minute) which asked it to the progress of the office relocation project.

It was emphasised to the Council that the building specification comprised a flexible, ground-floor, multiple meeting space solution, which could accommodate both Members and Officers needs, including provision to hold Member surgery sessions, and suitable toilet facilities for Officers on the upper-floor.

The Council requested that as part of the decanting process from Bushloe House to Brocks Hill, that Members and Officers be afforded one last opportunity to tour Bushloe House for nostalgic reasons. The request was fully welcomed.

UNANIMOUSLY RESOLVED THAT:

The progress of the office relocation project and resulting changes required to the Council Budget and Policy Framework, to be considered as a separate item on the meeting's agenda, be noted.

29. EXCLUSION OF THE PRESS AND PUBLIC

By affirmation of the meeting, it was

UNANIMOUSLY RESOLVED THAT:

The press and public be excluded from the remainder of the meeting in accordance with Section 100(A)(4) of the Local Government Act 1972 (Exempt Information) during consideration of the item(s) below on the grounds that it involved the likely disclosure of exempt information, as defined in the respective paragraph 3 of Part 1 of Schedule 12A of the Act and, in all the circumstances, the public interest in maintaining the exempt item outweighed the public interest in disclosing the information.

30. BROCKS HILL / OFFICE RELOCATION PROJECT (PART II) (EXEMPT)

The Committee gave consideration to the exempt appendix (as set out at page 112 of the private agenda reports pack) in relation to the office relocation project.

By affirmation of the meeting, it was

UNANIMOUSLY RESOLVED THAT:

The content of the exempt appendix be noted.

31. REVISED 2022/23 CAPITAL PROGRAMMES (EXEMPT)

The Council gave consideration to the exempt report and appendices (as set out at pages 113 - 129 of the private agenda reports pack) in relation to the revised 2022/23 Capital Programmes as commended by the Chair of the Policy, Finance and Development Committee, Councillor M H Charlesworth.

It was moved by Councillor M H Charlesworth, seconded by Councillor Mrs S B Morris and

UNANIMOUSLY RESOLVED THAT:

The recommendation be approved.

THE MEETING CLOSED AT 8.40 pm



Mayor / Deputy Mayor

Tuesday, 27 September 2022

Printed and published by Democratic Services, Oadby and Wigston Borough Council, Council Offices, Station Road, Wigston, Leicestershire, LE18 2DR

Agenda Item 5

FULL COUNCIL

ACTION LIST

Arising from the Meeting held on Tuesday, 12 July 2022

No.	Minute Ref. / Item of Business	*Action Details / Action Due Date	Responsible Officer(s)' Initials	Action Status																					
1.	19a. - The State of Pollution of Rivers in England	The Chief Executive write to the Secretary of State for Environment, Food and Rural Affairs, the Chair of the Parliamentary Environmental Audit Committee, the Chief Executive of Local Utility Companies, the Regional Director of the National Farmers Union, River Action and The Rivers Trust. <i>Due by Jul-19</i>	AnCo	Complete (See Below)																					
<table><tr><th>Letter Recipient</th><th>Letters Sent (Copies at Appendix 1)</th><th>Replies Received (Copies at Appendix 2)</th></tr><tr><td>Secretary of State Environment, Food and Rural Affairs</td><td>20/07/2022</td><td>No reply (*)</td></tr><tr><td>Chair of Parliamentary Environmental Audit Committee</td><td>20/07/2022</td><td>No reply</td></tr><tr><td>Chief Executive of Local Utility Companies</td><td>20/07/2022</td><td>26/07/2022</td></tr><tr><td>Regional Director of National Farmers Union</td><td>20/07/2022</td><td>10/08/2022</td></tr><tr><td>River Action</td><td>20/07/2022</td><td>28/07/2022</td></tr><tr><td>The Rivers Trust</td><td>20/07/2022</td><td>No reply</td></tr></table>					Letter Recipient	Letters Sent (Copies at Appendix 1)	Replies Received (Copies at Appendix 2)	Secretary of State Environment, Food and Rural Affairs	20/07/2022	No reply (*)	Chair of Parliamentary Environmental Audit Committee	20/07/2022	No reply	Chief Executive of Local Utility Companies	20/07/2022	26/07/2022	Regional Director of National Farmers Union	20/07/2022	10/08/2022	River Action	20/07/2022	28/07/2022	The Rivers Trust	20/07/2022	No reply
Letter Recipient	Letters Sent (Copies at Appendix 1)	Replies Received (Copies at Appendix 2)																							
Secretary of State Environment, Food and Rural Affairs	20/07/2022	No reply (*)																							
Chair of Parliamentary Environmental Audit Committee	20/07/2022	No reply																							
Chief Executive of Local Utility Companies	20/07/2022	26/07/2022																							
Regional Director of National Farmers Union	20/07/2022	10/08/2022																							
River Action	20/07/2022	28/07/2022																							
The Rivers Trust	20/07/2022	No reply																							
(*) A joint letter from the DLUHC and DEFRA Secretaries to all 'Council Leaders of Local Authorities Affected by Nutrient Pollution' was sent and published on 21 July 2022.																									

* | All actions listed are those which are informally raised by Members during the course of debate upon a given item of business which do not form part of - but may be additional, incidental or ancillary to - any motion(s) carried. These actions are for the attention of the responsible Officer(s).



Oadby & Wigston

BOROUGH COUNCIL

Chief Executive's Office

Senior Leadership Team

The Rt. Hon. George Eustice MP
Secretary of State for Environment
Food and Rural Affairs
Seacole Building
2 Marsham Street
London
SW1P 4DF

Please Ask For: Anne Court
Direct Dial: (0116) 257 2062 **Ext:** 2062
Direct Email: anne.court1@oadby-wigston.gov.uk

Telephone: (0116) 257 2775 / 288 8961
Email: democratic.services@oadby-wigston.gov.uk
Website: www.oadby-wigston.gov.uk

Our Ref: FC/22-23/6A-19A
Your Ref:

Date: Thursday, 21 July 2022

Dear Secretary of State

The State of Pollution of Rivers in England

I am instructed to write to you on behalf of the elected Members of Oadby and Wigston Borough Council.

At its meeting on 12 July 2022, the Council unanimously resolved a Motion on Notice entitled and regarding 'The State of Pollution of Rivers in England' ('the Motion'). I enclose a copy of the Motion for your reference.

As requested under paragraph 3.1. with reference to paragraphs 2.1. and 2.2 of the Motion, as the relevant and responsible Secretary of State, I ask on behalf of Members that the UK Government commit to:

- (i) Restoring Environment Agency budgets to deliver the necessary oversight; and
- (ii) Increase inspection regularity of water companies and farms, and rigorously prosecute offenders.

Members would appreciate your support in this matter and I look forward to receiving your comments.

Yours sincerely

Anne Court

Anne Court

Chief Executive / Head of Paid Service
Senior Leadership Team

For and on behalf of Oadby and Wigston Borough Council

Encs.



Postal Address: Council Offices, Station Road, Wigston, Leicestershire LE18 2DR

Refuse & Recycling Centre: The Depot, Wigston Road, Oadby, Leicestershire LE2 5JE

Tel: (0116) 288 8961 **Fax:** (0116) 288 7828 **Email:** csc@oadby-wigston.gov.uk



oadby-wigston.gov.uk



OadbyWigstonBC



@Oadby_Wigston



The Rt. Hon. Philip Dunne MP
Chair of the Environmental Audit Committee
House of Commons
London
SW1A 0AA

Please Ask For: Anne Court
Direct Dial: (0116) 257 2062 **Ext:** 2062
Direct Email: anne.court1@oadby-wigston.gov.uk

Telephone: (0116) 257 2775 / 288 8961
Email: democratic.services@oadby-wigston.gov.uk
Website: www.oadby-wigston.gov.uk

Our Ref: FC/22-23/6A-19A
Your Ref:

Date: Thursday, 21 July 2022

Dear Chair

The State of Pollution of Rivers in England

I am instructed to write to you on behalf of the elected Members of Oadby and Wigston Borough Council.

At its meeting on 12 July 2022, the Council unanimously resolved a Motion on Notice entitled and regarding 'The State of Pollution of Rivers in England' ('the Motion'). I enclose a copy of the Motion for your reference.

As requested under paragraph 3.2 with reference to paragraph(s) 1 of the Motion, as the Chair of the relevant Select Committee, I advocate on behalf of Members for greater enforcement of existing regulatory powers in order to address the issues as identified specifically at paragraphs 1.1 to 1.10 of the Motion.

Members would appreciate your support in this matter and I look forward to receiving your comments.

Yours sincerely

Anne Court

Chief Executive / Head of Paid Service
Senior Leadership Team

For and on behalf of Oadby and Wigston Borough Council

Encs.



Postal Address: Council Offices, Station Road, Wigston, Leicestershire LE18 2DR

Refuse & Recycling Centre: The Depot, Wigston Road, Oadby, Leicestershire LE2 5JE

Tel: (0116) 288 8961 **Fax:** (0116) 288 7828 **Email:** csc@oadby-wigston.gov.uk



oadby-wigston.gov.uk



OadbyWigstonBC



@Oadby_Wigston



Ms Olivia Garfield CBE
Chief Executive of Severn Trent plc.
Severn Trent Centre
2 St John's Street
Coventry
CV1 2LZ

Please Ask For: Anne Court
Direct Dial: (0116) 257 2062 **Ext:** 2062
Direct Email: anne.court1@oadby-wigston.gov.uk

Telephone: (0116) 257 2775 / 288 8961
Email: democratic.services@oadby-wigston.gov.uk
Website: www.oadby-wigston.gov.uk

Our Ref: FC/22-23/6A-19A
Your Ref:

Date: Thursday, 21 July 2022

Dear Ms Garfield

The State of Pollution of Rivers in England

I am instructed to write to you on behalf of the elected Members of Oadby and Wigston Borough Council.

At its meeting on 12 July 2022, the Council unanimously resolved a Motion on Notice entitled and regarding 'The State of Pollution of Rivers in England' ('the Motion'). I enclose a copy of the Motion for your reference.

As requested under paragraph 3.3 with reference to the issues identified at paragraph(s) 1 of the Motion, as the Chief Executive of the water company serving the Borough of Oadby and Wigston, I call on behalf of Members for you to take urgent action to address the impact of waste-water discharges on our local rivers.

Members would appreciate your support in this matter and I look forward to receiving your comments.

Yours sincerely

Anne Court

Chief Executive / Head of Paid Service
Senior Leadership Team

For and on behalf of Oadby and Wigston Borough Council

Encs.



Postal Address: Council Offices, Station Road, Wigston, Leicestershire LE18 2DR

Refuse & Recycling Centre: The Depot, Wigston Road, Oadby, Leicestershire LE2 5JE

Tel: (0116) 288 8961 **Fax:** (0116) 288 7828 **Email:** csc@oadby-wigston.gov.uk



oadby-wigston.gov.uk



OadbyWigstonBC



@Oadby_Wigston



Mr Richard Hezlet
East Midlands Regional Director
National Farmers Union
Agriculture House
North Gate
Uppingham
Rutland
LE15 9NX

Please Ask For: Anne Court
Direct Dial: (0116) 257 2062 **Ext:** 2062
Direct Email: anne.court1@oadby-wigston.gov.uk

Telephone: (0116) 257 2775 / 288 8961
Email: democratic.services@oadby-wigston.gov.uk
Website: www.oadby-wigston.gov.uk

Our Ref: FC/22-23/6A-19A
Your Ref:

Date: Thursday, 21 July 2022

Dear Mr Hezlet

The State of Pollution of Rivers in England

I am instructed to write to you on behalf of the elected Members of Oadby and Wigston Borough Council.

At its meeting on 12 July 2022, the Council unanimously resolved a Motion on Notice entitled and regarding 'The State of Pollution of Rivers in England' ("the Motion"). I enclose a copy of the Motion for your reference.

As requested under paragraph 3.4 with reference to the issues identified at paragraph(s) 1 of the Motion, as the NFU Regional Director for the East Midlands, including the Borough of Oadby and Wigston, I request on behalf of Members clarification on the action being taken locally by farmers to prevent nutrient run-off.

Members would appreciate your support in this matter and I look forward to receiving your comments.

Yours sincerely

Anne Court

Chief Executive / Head of Paid Service
Senior Leadership Team

For and on behalf of Oadby and Wigston Borough Council

Encs.



The Trustees of River Action UK
Pine House
Chandlers Way
Southend-On-Sea
Essex
SS2 5SE

Please Ask For: Anne Court
Direct Dial: (0116) 257 2062 **Ext:** 2062
Direct Email: anne.court1@oadby-wigston.gov.uk

Telephone: (0116) 257 2775 / 288 8961
Email: democratic.services@oadby-wigston.gov.uk
Website: www.oadby-wigston.gov.uk

Our Ref: FC/22-23/6A-19A
Your Ref:

Date: Thursday, 21 July 2022

Dear Trustees

The State of Pollution of Rivers in England

I write to you on behalf of the elected Members of Oadby and Wigston Borough Council.

At its meeting on 12 July 2022, the Council unanimously resolved a Motion on Notice entitled and regarding 'The State of Pollution of Rivers in England' ("the Motion"). I enclose a copy of the Motion for your reference.

As confirmed at paragraph 3.5 with reference to the issues identified at paragraph(s) 1 of the Motion, I wish to express this Council's and its Members support for your campaign to restore the health of Britain's rivers.

Yours sincerely

Anne Court

Chief Executive / Head of Paid Service
Senior Leadership Team

For and on behalf of Oadby and Wigston Borough Council

Encs.



Postal Address: Council Offices, Station Road, Wigston, Leicestershire LE18 2DR

Refuse & Recycling Centre: The Depot, Wigston Road, Oadby, Leicestershire LE2 5JE

Tel: (0116) 288 8961 **Fax:** (0116) 288 7828 **Email:** csc@oadby-wigston.gov.uk



oadby-wigston.gov.uk



OadbyWigstonBC



@Oadby_Wigston



The Trustees of The Rivers Trust
Rain-Charms House
Kyl Cober Parc
Stoke Climsland
Callington
Cornwall
PL17 8PH

Please Ask For: Anne Court
Direct Dial: (0116) 257 2062 **Ext:** 2062
Direct Email: anne.court1@oadby-wigston.gov.uk

Telephone: (0116) 257 2775 / 288 8961
Email: democratic.services@oadby-wigston.gov.uk
Website: www.oadby-wigston.gov.uk

Our Ref: FC/22-23/6A-19A
Your Ref:

Date: Thursday, 21 July 2022

Dear Trustees

The State of Pollution of Rivers in England

I write to you on behalf of the elected Members of Oadby and Wigston Borough Council.

At its meeting on 12 July 2022, the Council unanimously resolved a Motion on Notice entitled and regarding 'The State of Pollution of Rivers in England' ("the Motion"). I enclose a copy of the Motion for your reference.

As confirmed at paragraph 3.5 with reference to the issues identified at paragraph(s) 1 of the Motion, I wish to express this Council's and its Members support for your campaign to restore the health of Britain's rivers.

Yours sincerely

Anne Court

Chief Executive / Head of Paid Service
Senior Leadership Team

For and on behalf of Oadby and Wigston Borough Council

Encs.



Postal Address: Council Offices, Station Road, Wigston, Leicestershire LE18 2DR

Refuse & Recycling Centre: The Depot, Wigston Road, Oadby, Leicestershire LE2 5JE

Tel: (0116) 288 8961 **Fax:** (0116) 288 7828 **Email:** csc@oadby-wigston.gov.uk



oadby-wigston.gov.uk



OadbyWigstonBC



@Oadby_Wigston



Department for Levelling Up, Housing & Communities



Department for Environment Food & Rural Affairs

The Rt Hon Greg Clark MP

Secretary of State for Levelling Up,
Housing and Communities

Fry Building
2 Marsham Street
London
SW1P 4DF

T 0303 444 3430
greg.clark@levellingup.gov.uk
www.gov.uk/dluhc

The Rt Hon George Eustice MP

Secretary of State for Environment,
Food and Rural Affairs

Seacole Building
2 Marsham Street
London
SW1P 4DF

T 03459 335577
defra.helpline@defra.gov.uk
www.gov.uk/defra

21st July 2022

Council Leaders of Local Authorities affected by nutrient pollution

By email only

Dear Council Leaders,

We are writing following the interim 'nutrient neutrality' advice you received from Natural England, related to the requirements of the Conservation of Species and Habitats Regulations 2017 (as amended).

Improving water quality

Improving water quality is a government priority. We are the first government to take such substantial steps to restore our water environment, from setting in motion the largest water company infrastructure project ever to reduce discharges from storm overflows, to seeing the largest fines in history placed on water companies. We have provided funding to the Environment Agency to increase farm inspections to at least 4,000 inspections a year by 2023, and we are launching future farming schemes that will reward farmers and land managers for actions to reduce run off, such as introducing cover crops and buffering rivers. This is reinforced by our proposed Environment Act targets to reduce the key sources of river pollution.

We are today launching a further package to tackle nutrient pollution, which is a significant problem for our freshwater habitats and estuaries. Increased levels of nutrients (especially nitrogen and phosphorus) can speed up the growth of certain plants, disrupting natural processes and devastating wildlife.

While we have taken substantial steps, this is taking time to make an impact on the ground, and we must go further. At present some 27 catchments, and several of our internationally important water bodies and protected sites, are in unfavourable status due to nutrient pollution. In accordance with complex and bureaucratic EU-derived domestic legislation and case law, Local Planning Authorities can only approve a plan or a project if they are certain, it will have no negative effect on the site's integrity. Natural England, in its statutory role as an adviser on the natural environment, has advised a total of 74 Local Planning Authorities on the nutrient impacts of new plans and projects on protected sites where those protected sites are in unfavourable condition due to excess nutrients. They have issued tools and guidance on an approach called 'nutrient neutrality' to mitigate the impact of nutrient pollution so that development can go ahead. However, there is still a gap in the ability of LPAs and developers to find mitigation quickly and effectively.

In order to drive down pollution from all development in the relevant catchments, we will be tabling an amendment to the Levelling Up and Regeneration Bill. This will place a new statutory duty on water and sewerage companies in England to upgrade wastewater treatment works to the highest technically achievable limits by 2030 in nutrient neutrality areas. Water companies will be required to undertake these upgrades in a way that tackles the dominant nutrient(s) causing pollution at a protected site. We are also using feedback from the recent 'call for evidence' to water companies to identify where these upgrades could be accelerated and delivered sooner. Our proposed Environment Act target to tackle wastewater pollution across the country will still see upgrades brought in elsewhere, on a slightly longer timeframe.

In the meantime, we know the impact of new housing is a small proportion of overall nutrient pollution, but mitigation requirements have a significant impact on overall house building. This amendment will improve water quality and in doing so will support housebuilding to continue in areas affected by nutrient pollution. We want these improvements to be factored in for the purposes of a Habitats Regulation Assessment.

Wastewater treatment upgrades will reduce a significant source of nutrient pollution, helping to recover these crucial habitats, which will thereby reduce the level of mitigation required by individual developers when legislation comes into force.

Supporting mitigation

Building on our initial package of support announced in March 2022, I will issue a ministerial direction to support Natural England to establish a Nutrient Mitigation Scheme.

Natural England will develop the scheme, working with Defra and DLUHC. Defra and DLUHC will provide funding to pump prime the scheme: this is intended to frontload investment in mitigation projects, including wetland and woodland creation. This will then be recouped through a simple payment mechanism where developers can purchase 'nutrient credits' which will discharge the requirements to provide mitigation. Natural England will accredit mitigation delivered through the Nutrient Mitigation Scheme, enabling LPAs to grant planning permission for developments which have secured the necessary nutrient credits. Wetlands and woodlands will also provide biodiversity enhancements to areas and promote public access to nature across England, helping to deliver on our levelling-up missions for pride in place and well-being.

Natural England will deliver the scheme by establishing an 'Accelerator Unit', with the support of Defra, DLUHC, the Environment Agency and Homes England. The previous announcement of £100,000 funding from DLUHC for affected areas will help support delivery of the scheme. We will open the scheme to all developers while ensuring that small and medium enterprises are prioritised, given the difficulties they can face in securing mitigations due to access to funds and skills. This scheme will not be a requirement but an option to discharge mitigation requirements more efficiently. We recognise that there are a number of private markets and local planning authority-led nutrient mitigation schemes that are already being established. Natural England will be working closely with these providers to ensure they do not crowd out private markets and will ensure that the national scheme dovetails with these markets and provides additional support as needed. We will announce further details in the autumn when the scheme will launch, and in the meantime, Natural England will be in touch with local authorities and developers.

Our amendment will support the delivery of the tens of thousands of homes currently in the planning system, by significantly reducing the cost of mitigation requirements. The mitigation scheme will make delivering those requirements much easier for developers.

Planning

We understand the concerns that some Local Planning Authorities have around the impact of nutrient neutrality on their ability to demonstrate they have a sufficient and deliverable housing land supply.

We will make clear in planning guidance that judgements on deliverability of sites should take account of strategic mitigation schemes and the accelerated timescale for the Natural England's mitigation schemes and immediate benefits on mitigation burdens once legislation requiring water treatment upgrades comes into force. DLUHC will revise planning guidance over the summer to reflect that site affected by nutrient pollution forming part of housing land supply calculations are capable of being considered deliverable for the purposes of housing land supply calculations, subject to relevant evidence to demonstrate deliverability. It will be for decision takers to make judgements about impacts on delivery timescales for individual schemes in line with the National Planning Policy Framework.

The rollout of advice in relation to nutrient pollution to additional catchments in March, and for those already caught by the issue, resulted in a number of planning permissions having been granted prior to the nutrient neutrality issue being raised, but where a post-permission approval is still required (Reserved Matters approval or discharges of conditions). I am aware of views that the Habitats Regulations Assessment provisions do not apply to subsequent stages of outline approval, and while we know the following will be disappointing to the developers whose sites are affected, it is important to ensure there is clarity on how the assessment provisions should operate.

The Habitats Regulations Assessment provisions apply to any consent, permission, or other authorisation, this may include post-permission approvals, reserved matters or discharges of conditions. It may be that Habitats Regulation Assessment is required in situations including but not limited to:

- where the environmental circumstances have materially changed as a matter of fact and degree (including where nutrient load or the conservation status of habitat site is now unfavourable) so that development that previously was lawfully screened out at the permission stage cannot now be screened out; or

- development that previously was lawfully screened in but judged to pass an Appropriate Assessment cannot now do so because the mitigation (if any) secured is not adequate to enable the competent authority to be convinced of no adverse effect on integrity of the habitats site.

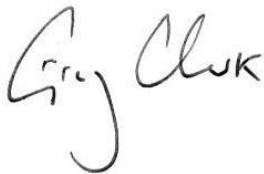
DLUHC will therefore also update the Planning Practice Guidance on the application of the Habitats Regulations Assessment in this regard and consider any further additional revisions as necessary over the Summer.

Further detail and next steps

Government has laid a [Written Ministerial Statement](#) setting out these proposals, along with more detail on considerations for the planning system. Natural England will be writing to Local Authority Chief Executives and DLUHC will be writing a letter to developers. The Chief Planner will also be writing a letter in due course.

The proposals outlined above will improve the environment whilst reducing the mitigation requirements of developers in the long term. We will now be working rapidly to implement this scheme across the country and will rely on close engagement with local authorities to do so.

Longer term, we continue to progress proposals to reform the Habitats Regulations so that impacts on protected sites are tackled up front, focusing on what is best for bringing sites back into favourable status. Recovering our protected sites is critical to meeting the government's ambitious environment commitments, including our apex target to halt the decline in species abundance by 2030. Through this work we can improve water quality, biodiversity and our wider environment while also enabling sustainable development.



RT HON GREG CLARK MP



RT HON GEORGE EUSTICE MP

Samuel Ball

From: Anne Court
Sent: 27 July 2022 13:37
To: Samuel Ball
Subject: FW: The State of Pollution of Rivers in England

First response to motion

From: Garfield, Liv <Liv.Garfield@severntrent.co.uk>
Sent: 26 July 2022 08:56
To: Anne Court <Anne.Court1@oadby-wigston.gov.uk>
Subject: re: The State of Pollution of Rivers in England

ST Classification: OFFICIAL PERSONAL

Dear Anne

Thank you for your letter in response to the recent Council Motion on river water quality and for giving me the opportunity to share with the work we are doing to improve our rivers through our 'Get River Positive' commitment.

We believe that river health is essential not only to the communities we serve, but also to our ability to provide water on tap. We take our responsibilities to not only protect them, but also to enhance them very seriously, and are playing a lead role in this. In March 2022 we launched our 'Get River Positive' commitment incorporating five pledges to improve river health across our region. In developing our pledges we worked with our stakeholders to gather views from our customers, local communities, regulators and other key stakeholders and we will continue to do so as we deliver them.

In our 'Get River Positive' commitment, we've pledged that our operations will not be the reason for unhealthy rivers by 2030 as measured by the Environment Agency's (EA) measures called RNAGS (Reasons for Not Achieving Good Status). According to data from the EA water companies are responsible for 24% of the reasons for rivers in England are not achieving good status, while other sectors are responsible for the remaining 76%. We are working hard to reduce our share of the RNAGs and we have submitted evidence to the EA showing that the work we have done to date has generated a nearly 10% reduction of our remaining target to take our impact on rivers down to 0% by 2030.

However, improving our rivers is a team game and need other sectors to help play their part. Our third river pledge is to support others to improve and care for rivers, for example with the agriculture sector who are according to the EA the largest contributor (36%) to rivers not achieving good status. As we experience more extreme weather conditions, more fertiliser, natural waste and pesticides from farms inevitably make it into more rivers. We are extending the work our catchment management team does with farmers, landowners and stakeholders across our region through grants to support farmers and to introduce initiatives to improve the impact on the environment.

We will be sharing progress against all our River Pledges with regular newsletters and I've attached below a copy of the first newsletter that is just being issued that I hope you find useful. We are really passionate about sharing the work we are doing to improve the environment and are encouraging people to sign up to receive future editions. If possible, please could you share the sign up page on our website <https://www.stwater.co.uk/get-river-positive/blog/introducing-get-river-positive/>, it would be much appreciated.

Further details on our industry leading River Positive pledges can be found on our website - <https://www.stwater.co.uk/get-river-positive/> and I do hope that this is helpful to you and the rest of the Council.

Best wishes

Liv

Liv Garfield (Pronouns: She/ Her)

Chief Executive



I just wanted to share with you our first Get River Positive newsletter and some highlights on our progress as we strive to make our region's rivers the healthiest they can be.

Back in March we launched Get River Positive to demonstrate our ongoing commitment to improving the health of the rivers in our region.

Over the last four months we have made strong progress against the pledges and have also recently been awarded the Environment Agency's highest four-star rating for the third year running.

However, despite achieving this rating, we are by no means complacent, we know there is more to do, and we're focussed on continually improving our performance.

Improving river health is a team game and we will do all we can to take leadership on many of the issues our region's rivers face and to partner with others to make our region's rivers the healthiest they can be for the communities and nature around them.

Please do read on to find out what we've been doing over the last few months.

From Norfolk to the Bristol Channel and Shrewsbury to Milton Keynes

Get River Positive was launched in March this year alongside Anglian Water and earlier this month Hafren Dyfrdwy became the latest company to sign up to the pledges.

[Our Get River Positive Pledges](#)

Progress on our Severn Trent pledges

Pledge 1

Ensuring storm overflows and sewage treatment works do not harm rivers

A reduction in our RNAGS

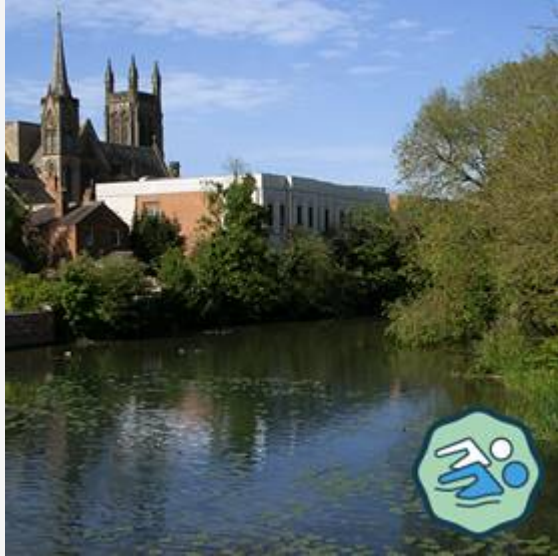


As part of Get River Positive, we've pledged that our operations will not be the reason for unhealthy rivers by 2030, based on Environment Agency (EA) measures called RNAGS (Reasons for Not Achieving Good Status).

According to [data from the EA](#) water companies are responsible for 24% of the reasons for rivers in England not achieving good status, while other sectors are responsible for the remaining 76%.

We're really pleased to share the good news that we have submitted evidence to the EA for the next wave of RNAGS to be formally approved as complete – this equates to nearly 10% of our remaining target to zero. This puts us ahead of plan; however, we continue to work hard to improve our region's rivers, both through our own activities and supporting others to improve and care for rivers too.

[Our Network](#)



Pledge 2

Create more opportunities for everyone to enjoy our region's rivers

Diving into our bathing rivers project

We're now officially halfway through bathing season, which runs from May to September, and we've so far managed to fit a lot in!

As a reminder, this project will see 50km of river improved, as we look to create two new trial bathing areas along the River Teme in Shropshire and the River Leam in Warwickshire by 2025.

So, what have we been doing?

- We've launched one of the most extensive river monitoring and sampling programmes in the industry (monitoring over 50+ locations!)
- Holding focus groups with local communities to understand the information they'd like about the water quality of rivers and how they'd like to receive that information
- Running regional roadshows in Ludlow this month, in Leamington Spa in October and engaging with local authorities about the potential for the wider development of amenities at the proposed sites
- We recently began site investigations across Leamington Spa, Stratford-upon-Avon, Rugby ahead of the start of our capital works next year
- Later this summer we will begin our new programme, working with farm veterinary practices and livestock farms to help protect rivers from pollutions from farms, which will ultimately have a positive impact on the health of our region's rivers
- Exploring innovative, and new ways to treat wastewater – stay tuned for more on that!

[Our Bathing Rivers project](#)

Pledge 3

Support others to improve and care for rivers

Our new deal for farmers



In May this year we announced our Regenerative Pathway Package for farmers. Nine thousand farmers in the Severn Trent region are being offered match funding of up to £30,000 to encourage environmentally friendly farming practices and protect water quality. The package has been well received so far and builds on our brilliant existing scheme – Farming for Water – which we have been offering for over ten years.

[Support for farmers](#)



Pledge 4

Enhance our rivers and create new habitats so wildlife can thrive

Supporting nature in our communities

For us, the natural environment isn't a bolt-on, it is a fundamental part of our core business, whether that's planting trees to help filter our region's wonderful water or re-introducing lost species such as beavers to regenerate healthy wetland habitats.

As one example, we're incredibly lucky to have cuckoos breeding at a number of our Severn Trent sites and as part of our commitment to restoring biodiversity we work closely with the British Trust for Ornithology (BTO) to understand and support these beautiful birds. Last year Calypso the cuckoo was tagged at one of our sites and together with BTO we tracked his incredible journey to Africa and back.

[Calypso's 10,000 mile journey](#)

Pledge 5

Be open and transparent about our performance and our plans

On track to 100%



One issue we know people are keen to keep updated on is the performance of our storm overflows. The rollout of our monitors has driven an acceleration of improvements along our wastewater network.

We are continuing to install monitors at all our storm overflows and sewage treatment works and track this weekly. Currently 92% of our sites have monitors and we are on track for 100% to be installed by the end of 2022.

We're also working with environmental non-governmental organisations this summer to better understand the data that people want to see and the format that they want to see it in.

[Our monitoring and latest data](#)

Severn Trent Plc (registered number 2366619) and Severn Trent Water Limited (registered number 2366686) (together the "Companies") are both limited companies registered in England & Wales with their registered office at Severn Trent Centre, 2 St John's Street, Coventry, CV1 2LZ This email (which includes any files attached to it) is not contractually binding on its own, is intended solely for the named recipient and may contain CONFIDENTIAL, legally privileged or trade secret information protected by law. If you have received this message in error please delete it and notify us immediately by telephoning +44 2477715000. If you are not the intended recipient you must not use, disclose,

distribute, reproduce, retransmit, retain or rely on any information contained in this email. Please note the Companies reserve the right to monitor email communications in accordance with applicable law and regulations. To the extent permitted by law, neither the Companies or any of their subsidiaries, nor any employee, director or officer thereof, accepts any liability whatsoever in relation to this email including liability arising from any external breach of security or confidentiality or for virus infection or for statements made by the sender as these are not necessarily made on behalf of the Companies. Reduce waste! Please consider the environment before printing this email



Ms Anne Court
Senior Leadership Team
Oadby & Wigston District Council
Council Offices
Station Road
Wigston
Leicestershire
LE18 2DR

Your ref: FC/22-23/6A-19A
Our ref: RN/SF/JB/NFU-EM
Email: east.midlands@nfu.org.uk
Direct line: 01572 824250
Date: 10 August 2022

Dear Ms Court

The State of Pollution of Rivers in England

Thank you for your letter dated 21 July and the Oadby and Wigston Council motion regarding pollution of rivers in England sent to Richard Hezlet. He retired a few years ago, and I am the Regional Director covering both East and West Midlands NFU Regions. You have asked what action is being taken by farmers locally to prevent nutrient run-off.

While we do not hold information specifically about the Oadby and Wigston Borough Council area, we are engaged at many levels on behalf of the farming industry and our NFU members regarding water pollution and quality, and a commitment to improving the situation.

Farmers have worked hard to reduce nutrient losses in recent decades. For instance, [data on UK soil nutrient balances](#) shows nitrogen and phosphorus balances have fallen by 40% and 60%, respectively, since 1990. The same data shows that the amount of nitrogen and phosphorus supplied by manures has fallen by 21% and 18%, respectively, since 1990. We also know that the number of serious agricultural pollution incidents have nearly halved year-on-year and have reduced by over 75% compared to 2000. This reflects the fact that many farmers have changed farming practices that benefit water quality but are willing to do more.

Future action and gains will rely on better advice, tools, and financial support. Some of this is promised through post Brexit agricultural policy and the Agricultural Transition Plan. We are seeing schemes such as the Environmental Land Management (ELM Scheme), currently being introduced, and looking towards the specific needs of the water environment. We also advocate that future farming schemes need to allow farmers to invest in new technology and infrastructure to tackle potential pollution issues. Investment in the technologies such as precision equipment that allows for variable fertiliser applications onto the crop areas that needs it, is a good example of how a farmer can reduce his fertiliser usage that benefits the bottom line of the farm business and the environment.

All farmers, including those in your Borough, are subject to regulation. More specifically these include the Farming Rules for Water, introduced under the Reduction and Prevention of Agricultural Diffuse Pollution (England) Regulations 2018. Amongst several measures, they require nutrient applications through manures and fertilisers to be planned so they do not



exceed the need of the soil and crop and avoid a significant risk of pollution. Farmers in the Borough Council area also fall within the River Soar Nitrate Vulnerable Zone designation. NVZ's are areas seen as being at risk from agricultural nitrate pollution and where rules are applied to reduce and prevent nitrate pollution. In turn these rules form part of the Basic Payments Scheme cross compliance requirements known as Statutory Management Requirement 1.

Because of the regulatory base, farmers are subject to inspection, by a variety of agencies, including the Environment Agency (for the Farming Rules for Water), the Rural Payments Agency (for NVZ's and cross compliance) and by inspections carried out to verify the farm assurance scheme that the farm business may well subscribe to. For example, a manure management plan is a requirement for Red Tractor Farm Assurance.

Many farmers take part in existing government-funded agri-environment schemes, such as Countryside Stewardship, that for instance take land out of production to reduce nutrient losses or incentivise the establishment of field margins against the watercourse to capture soil particles and nutrients. As already mentioned, the industry is looking ahead to post-Brexit schemes to make further gains, utilising the ELM Scheme.

We also know that farmers value trusted, business-savvy advice on water quality measures, be it from government through Catchment Sensitive Farming advisers, or industry-led initiatives like Tried and Tested and the Campaign for the Farmed Environment, which voluntarily facilitate improvement, giving advice and grant support, above and beyond regulation. In the Soar catchment much of the work of the [Soar Catchment Partnership](#), and the Trent Rivers Trust is concerned with agriculture and water and advice led initiatives. Studies of the impact that such that advice and support provide are illustrated in recent data from the Herefordshire Wye, which supports the view that the CSF initiative has enabled a 8.5% reduction in annual agricultural phosphate loads in that catchment since 2006, with a further 2% achieved through agri-environment schemes.

In other parts of the East Midland's funding for water quality measures aimed at phosphate reductions are available to farmers through the Severn Trent Environmental Protection Scheme (STEPS). This water company scheme is available in Severn Trent Water priority areas, but not the Soar catchment at present. We envisage that as private funding of ecosystem services becomes more commonplace then, other companies will be interested in providing funding streams to help set up nutrient schemes. A good illustration is the [Poole Harbour Nutrient Management Scheme](#) that has farmers actively working together to trade nutrient reduction in watercourses and ultimately to reduce eutrophication in the Poole Harbour marine area. We envisage that as such income streams are introduced more widely that farmer interest could be significant.

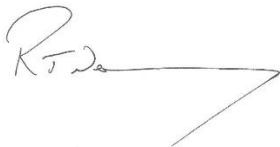
There are a couple of points in the motion which could be challenged as follows:

- Technically, every river is polluted beyond legal limits but this a recent development in response to more sensitive testing for 'forever' chemicals – these are not associated with farming.
- While only 14% of surface waters were deemed to be in *good ecological status* in 2019, this headline statistic gives a false impression of progress made – something like 80% of the contributing indicators meet good status.

- In recent years, the funding for farm inspections has increased markedly, with inspections rising from around 500 at the beginning of the decade to around 4000 next year – farms are certainly not ‘almost never inspected’. As already outlined inspection can be done by several different agencies, to a point where the industry regularly points out that there is too much duplication of inspections. A room full of farmers will not agree that they are almost never inspected.

In conclusion, I hope that we have illustrated what is happening at the current time in terms of action by farmers to prevent nutrient run-off. Furthermore, we would be happy to offer a farm visit for Councillors so that you can see a local farmers stewardship of the water environment on the ground. The commitment of both the NFU and its members to do more in terms of water quality is well established, and government policy is also more aligned in that respect. Changing agricultural practice is happening, and farmers will continue to adapt and make improvements on their farms to ensure they can protect the environment while producing the nation's food.

Yours sincerely



Robert Newberry
NFU Regional Director
NFU East and West Midlands

Samuel Ball

From: info River Action UK <info@riveractionuk.com>
Sent: 28 July 2022 17:18
To: Samuel Ball; DemocraticServices
Cc: Charles Watson
Subject: Re: Correspondence from Oadby & Wigston Borough Council
Attachments: image.png

Dear Samuel,

My apologies for the delayed response.

Many thanks for reaching out to River Action UK and for Oadby & Wigston Borough Council support to River Action and the work we are doing to rescue UK rivers.

Thank you for your letter of support and Motion on Notice.

I am looping in our founder, Charles Watson, and we will share this with the rest of our team.

Best wishes

Katie Schuster
The River Action Team
info@riveractionuk.com



On Thu, 21 Jul 2022 at 12:22, DemocraticServices <democratic.services@oadby-wigston.gov.uk> wrote:

Dear Trustees

Correspondence from Oadby & Wigston Borough Council

Please find attached correspondence sent on behalf of the Chief Executive of Oadby & Wigston Borough Council.

We are awaiting hearing from you.

Kind Regards

Samuel Ball LL.B. (Hons) P.G. Dip. (LPC)

Legal & Democratic Services Manager

Deputy Monitoring Officer (Solicitor)

Law & Democracy



Visit Our Website: www.oadby-wigston.gov.uk

Postal Address: Council Offices, Station Road, Wigston, Leicestershire LE18 2DR

Refuse & Recycling Centre: The Depot, Wigston Road, Oadby, Leicestershire LE2 5JE

d: (0116) 257 2643

m: 07500 992 052

t: (0116) 288 8961

f: (0116) 288 7828

e: samuel.ball@oadby-wigston.gov.uk



Please save paper - Do you *really* need to print this e-mail?

Agile working - The Council is an agile organisation and may sometimes work outside of standard office hours. Please respond to this email at a time which is convenient for you.

Events attended by the Mayor May 2022 – Present

MAY

19	Rainbows	Lark Rise and Beyond
----	----------	----------------------

JUNE

1	Oadby & Wigston BC – Queen’s Platinum Jubilee	Staff and Community BBQ/Tea Party
2	Oadby & Wigston BC – Queen’s Platinum Jubilee	Brocks Hill Beacon Lighting
4	Oadby & Wigston BC – Queen’s Platinum Jubilee	Bell Street Big Lunch
5	Oadby & Wigston BC – Queen’s Platinum Jubilee	South Wigston Big Lunch
6	Salvation Army	Carers Week Event
12	Oadby & Wigston Lions Club International	Happy & Glorious Concert
15	North Warwickshire & South Leicestershire College	Creative Arts Exhibition
17	Oadby and Wigston BC – Queen’s Platinum Jubilee	Jubilee Shop Window Front Competition
22	Voluntary Action South Leicestershire	Support for Carers Event
27	Oadby & Wigston BC	Raising of the Flag – Armed Forces

JULY

6	High Sheriff of Rutland & High Sheriff of Leicestershire	Osprey Cruise - Rutland Water
7	Muslim School Oadby	Annual Results Evening
10	League of Jewish Women, Leicester	Mitzvah Day Charity Goods Collection
21	University of Leicester	School of Medicine and Allied Health Graduation (and lunch)
28	Chairman, Leicestershire County Council	Summer Evening Buffet Reception
30	Café Makaan, Oadby	Grand Opening

AUGUST

7	County Commissioner – Girlguiding Leicestershire	Girlguiding Leicestershire County Brownie Camp
13	Aylestone Lane Allotment Association	Aylestone Lane Allotment Day
19	Helping Hands Homecare, Bell Street, Wigston	Opening of New Office – Wigston Branch
25	Harborough District Council	Charity Pub ‘Carvery’ Lunch

SEPTEMBER

11	Oadby & Wigston BC – Death of HM the Queen	The Reading of the Borough Proclamation on the Accession
----	--	--

Events attended by the Deputy Mayor May 2022 – Present

MAY

15	Chairman, Leicestershire County Council	County Service for Leicestershire
21	Charnwood Borough Council	Mayor's Civic Service
29	Project Polska	Polish Heritage Day

JUNE

24	Active Together	Leicestershire & Rutland School Games Summer Festival
----	-----------------	---

JULY

4	Leicestershire Scouts	Leicestershire Scout Council AGM
5	Leicester Grammar School	Annual Celebration of Achievement
13	Cllr David Carter – Pride of the Borough (OWBC)	East Midlands in Bloom



Full Council

**Tuesday, 27
September 2022**

**Matter for
Information and
Decision**

Report Title: Medium-Term Financial Strategy (MTFS) (2022 - 2027)

Report Author(s): Tracy Bingham (Strategic Director / Section 151 Officer)

Purpose of Report:	To present the Medium Term Financial Strategy for approval.
Report Summary:	This report presents the draft Medium-Term Financial Strategy (MTFS) for approval. The MTFS is a five year assessment of the resources required to deliver the Council's services over that period. It sets out the projected budget gaps over the period and a Sustainability Plan for delivering savings to mitigate these gaps.
Recommendation(s):	A. That the contents of the report be noted; and B. That the Medium-Term Financial Strategy (2022 - 2027) approved.
Senior Leadership, Head of Service, Manager, Officer and Other Contact(s):	Tracy Bingham (Strategic Director / Section 151 Officer) (0116) 257 2690 tracy.bingham@oadby-wigston.gov.uk Rashpal Sohal (Finance Team Manager) (0116) 2572 705 rashpal.sohal@oadby-wigston.gov.uk
Corporate Objectives:	Providing Excellent Services (CO3)
Vision and Values:	Accountability (V1) Respect (V2) Teamwork (V3) Innovation (V4) Customer Focus (V5)
Report Implications:-	
Legal:	There are no implications directly arising from this report.
Financial:	Budget gaps are estimated to occur within the current financial year and forthcoming financial years. The Medium Term Financial Strategy sets out a Sustainability Plan to address these gaps through savings.
Corporate Risk Management:	Decreasing Financial Resources / Increasing Financial Pressures (CR1)
Equalities and Equalities Assessment (EA):	There are no implications directly arising from this report. EA not applicable.
Human Rights:	There are no implications arising from this report.
Health and Safety:	There are no implications arising from this report.
Statutory Officers' Comments:-	

Head of Paid Service:	The report is satisfactory.
Chief Finance Officer:	As the author, the report is satisfactory.
Monitoring Officer:	The report is satisfactory.
Consultees:	None.
Background Papers:	Report entitled 'Budget & Medium Term Financial Strategy 2022/23' to Full Council on 24 February 2022 Report entitled 'Medium Term Financial Strategy (MTFS) 2022 – 2027' to Policy, Finance and Development Committee, 26 September 2022
Appendices:	1. Draft Medium-Term Financial Strategy (MTFS) (2022 - 2027)

1. Background

- 1.1. During the Summer of 2021, the Local Government Association (LGA) undertook a Financial Health Check of the Council, after identifying that the Council's capital programme and reserves position presented as an anomaly when compared to councils of a similar size and nature.
- 1.2. Amongst other recommendations, was that the Council needed to take a more strategic approach to Financial Planning and the delivery of savings.
- 1.3. In February 2022, a new 2022 – 2027 Medium Term Financial Plan was approved alongside the 2022/23 budget. At the time, the plan projected a deficit on the General Fund of £125,000 for the 2022/23 year, with reserves needed to balance the budget. Projected deficits were then evenly spread over the forthcoming 4 years that were in excess of reserves available (circa £300,000 per year).
- 1.4. Building on further feedback from the LGA provided as part of their Corporate Peer Challenge, undertaken in January 2022, the General Fund medium term financial plan has been reviewed and a financial strategy for how the Council will respond and a Sustainability Plan for the delivery of savings have been developed.
- 1.5. The Medium Term Financial Strategy, included in Appendix 1, presents a high level five year assessment of the financial resources required to deliver the Council's strategic priorities and essential services over this period. The strategy promotes the need to manage spending in line with funding and generate new income from existing and potentially new income streams.
- 1.6. The sustainability plan in the strategy at this stage presents high-level savings targets that will be refined over the forthcoming 2023/24 budget setting timetable. Both the medium term financial plan and the sustainability plan will be rebased and updated to reflect revised forecasts and assumptions, as part of developing the budget for 2023/24.
- 1.7. The new MTFS now provides reference to the Housing Revenue Account and projections included in the HRA business plan cashflow model.
- 1.8. The strategy also introduces a new monitoring cycle so that members will more regularly review the Council's holistic financial position on an ongoing basis.

1.9. The Strategy can be found in **Appendix 1**.

2. Member Engagement

- 2.1. As part of developing the MTFS and Sustainability Plan, an informal member engagement workshop was held in August. The feedback from members in this session has been used to scope the Sustainability Plan themes and estimated level of savings that will be delivered over the life of the plan.
- 2.2. Enhanced member engagement and scrutiny will remain a key principle in the way that the council manages its finances, with regular reports on the progress of the Sustainability Plan to be delivered as part of routine quarterly budget monitoring and greater involvement in the earlier stages of budget setting to be taken forward also.
- 2.3. The strategy was scheduled for PFDC approval and recommendation to Council on 13 September. However, as a result of the changes to the Schedule of Meetings following the death of Her Late Majesty Queen Elizabeth II, the Committee are not due to consider the report until 26 September 2022. Therefore, any comments or amendments approved by the Committee will be shared by way of verbal update or additional paper as necessary at the meeting of Council on 27 September 2022.

3. The Financial Outlook

- 3.1. Section 2 of the report provides the outlook the council faces. This includes the current Political, economic and regulatory outlook, the council's own strategic outlook, the local government funding regime and the makeup of the council's funding in this regard and the makeup of council spend.
- 3.2. Section 3 of the strategy sets out the financial outlook for the General Fund. The projected budget gaps over the period are:

Year	Budget Gap
2022/23	£650,000
2023/24	£250,000
2024/25	£260,000
2025/26	£420,000
2026/27	£450,000
Total	£2,030,000

4. Managing our Finances and Risk-Based Assessment of Reserves

- 4.1. Section 5 of the MTFS sets out how the council will manage its finances. This includes the general approach, the adherence to the Chartered Institute of Public Finance and Accountancy (CIPFA) Financial Management Code and how decisions that have financial implications will be standardised to aid understanding and financial effectiveness (section 5.2).
- 4.2. Section 5.3 considers the Council's reserves and a risk assessment of these against the plan, in response to the LGA's Financial Health Check feedback on taking a risk-based approach. The assessment concludes that the Council should seek to minimise its use of reserves and adopt a strategy to bolster reserves through savings over the life of the plan.

5. Sustainability Plan

- 5.1. The Sustainability Plan for delivering savings is set out in section 5.4 of the MTFS. It describes the approach that will be taken to explore, identify and deliver savings over the life of the plan.
- 5.2. Savings totalling £976,000 over the 5 years are included. At this stage the savings are prudent and cautious. These values will be tested and refined as the Council sets its budget for 2023/24.

6. The Housing Revenue Account (HRA)

- 6.1. The outlook on the HRA remains stable despite some changes in assumptions in respect of inflation.
- 6.2. At the time of writing the report, announcements had just been published around a consultation for capping social housing rents. Further work is therefore required on the HRA to determine the impact of this on rents over the life of the plan.
- 6.3. In line with information reported as part of setting the budget for 2022/23, further work around HRA borrowing is required and this is planned to be taken forward as part of a refresh of the HRA business plan.

7. Monitoring, Delivery and Review

- 7.1. The new strategy encourages members to look beyond the current planning period in considering actions to address future deficit years and how decisions may impact finances and how savings will be made on the General Fund.
- 7.2. It is not intended that the full strategy is reviewed on an annual basis, but instead that this strategy will remain fit for purpose for some time. However, the MTFP and the Sustainability Plan will both become “living” documents and will be reviewed twice a year generally, including:
 - Before budget setting – to inform the parameters to which the next years budget must be set; and
 - Alongside budget setting – to present to members the ongoing impact of the next year’s budget, in line with the Government’s annual finance settlement and budget announcement.
- 7.3. Section 6 of the MTFS outlines the intended approach.

Medium Term Financial Strategy

2022 – 2027



Oadby & Wigston
BOROUGH COUNCIL

Section 1 - Context

Aims and purpose of the Medium Term Financial Strategy

The purpose of the Council's Medium Term Financial Strategy (MTFS) is to provide a robust strategic framework and approach to achieve long term financial sustainability. It is core to the ongoing delivery of priority outcomes in the Corporate Plan and aids robust and methodical planning as it forecasts the council's financial position, considering the most likely and other potential scenarios surrounding known pressures, major national policy and economic issues and local priorities and factors. Sound strategic financial planning helps the council to respond to pressures and changes as a result of many internal and external influences.

An overarching MTFS is good practice – it provides the strategic financial framework for the authority at a time of considerable pressure and change and supports the delivery of key priorities and ongoing efficiency gains and closer member engagement and budget scrutiny. The key overriding aim of the MTFS is it provides a high-level assessment of the financial resources required to deliver Oadby and Wigston Borough Council's strategic priorities and essential services over the next five years.

The key objectives of the MTFS are to:

- Provide financial parameters within which budget and service planning should take place;
- Ensure the council sets a balanced budget;
- Focus and re-focus the allocation of resources so that, over time, priority areas receive additional resources;
- Maximise the use of resources available to the council
- Review our reserves policy to make sure the council has protection against unforeseen events and takes a sensible approach to funding a sustainable financial position
- Respond to external pressures
- Highlight any financial risks and put mitigating controls in place.
- Ensure services are defined on the basis of a clear alignment between priority and affordability;
- Ensure the council manages and monitors its financial resources effectively so that spending commitments do not exceed resources available;
- Ensure that the council's long term financial health and viability remain sound.

1.1 Key strategies and plans

Capital Strategy

The capital programme sets out the capital plans for the next four year period, taking account of any capital investment required to deliver outcomes, transformational change and Council priorities. The programme is reviewed annually to ensure projects are still in line with outcomes, and that the programme is affordable.

The Capital Programme Strategy details the priorities of the council in terms of capital expenditure and provides a framework for the council's capital plans to be agreed and delivered within. The Capital Programme Strategy and supporting capital programme are approved each year in February by Council.

Treasury Management Strategy

The Treasury Management Policy and Strategies is reviewed annually and provides the framework within which authority is delegated to the Strategic Director and Section 151 Officer to make decisions on the management of the council's investment of surplus funds.

The Council defines its 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"

Part of the Treasury Management operation is to ensure that the cash flow is adequately planned, with cash being available when it is needed. Surplus monies are invested in low risk counterparties or instruments commensurate with the Councils low risk appetite, providing adequate liquidity initially before considering investment return.

The second main function of the Treasury Management service is the funding of the Council's Capital Programme. The Capital Programme provides a guide to the borrowing need of the Council, essentially the longer term cash flow planning to ensure that the Council can meet its capital spending obligations.

This management of longer term cash may involve arranging long or short term loans or using longer term cash flow surpluses. On occasion any debt previously drawn may be restructured to meet the Council risk or cost objectives.

External debt relating to the General Fund is expected to be £14.5 million in 2022/23, rising to £15.4 million in 2023/24 and £16.3 million in 2024/25.

The self financing settlement involved the Council taking on £18.114 million of PWLB borrowing. The HRA business plan provides the repayment of HRA debt over its life. The initial borrowing was commenced to repayment in 2020, however due to changes in government legislation which has impacted detrimentally on the financial position of the HRA, this debt repayment plan is now likely to need restructuring with a new plan being drawn up.

Corporate Plan

The Council's policy drivers are the objectives as set out in the adopted Corporate Plan for the period 2019-2024 which set out the Council's Vision of: *A Stronger Borough Together*

"Councillors, staff, residents, businesses, partners and stakeholders will continue to create a stronger borough by working together.

A stronger borough that is inclusive and engaged and focuses on delivering effective services, balanced economic development, green and safes places resulting in better wellbeing for all".

The Corporate Plan centres around Three core Corporate Objectives and is reviewed and updated on an annual basis.

Corporate Objectives

- 1 Building, Protecting and Empowering Communities**
"Be Proud of your borough as a place to live"
- 2 Growing the Borough Economically**
"Realise the aspirations of the borough, benefiting those who live and work here"
- 3 Providing Excellent Services**
"Delivering those services needed to the highest standard whilst providing value for money"

The Council has a range of other key strategic documents, which include:

- **The Local Plan** - The Council's Local Plan was adopted in 2019. It sets out a Vision for how the Council would like the Borough to look in 2031 and allocates land to provide at least 2,960 new homes and 8 hectares of employment use development. Whilst development on the strategic sites is being delivered by the private sector, the Council is currently looking to make use of opportunities presented by the UK Social Prosperity Fund and Levelling Up to play its part in leading the regeneration of the town centres.

- **Environment Strategy and Action Plan** - The Council's Environment Strategy and Action Plan was adopted in 2019. It set out that the Borough Council is committed to making a positive impact to improve the environmental sustainability of the Borough sets out how Oadby and Wigston Borough Council will contribute towards reducing carbon emissions.
- **Procurement Strategy** – The Corporate Procurement Strategy sets out the Council's strategic approach to procurement and is currently under review.
- **People Strategy** – The Council is currently developing a People Strategy, which it is expected to present to members for sign off in 2023. The document will set out how the Council will attract, retain and develop its workforce.
- **Customer Experience Strategy** –The Council is also developing a Customer Experience Strategy. This document will set out how the Council will engage with residents and businesses, including different demographic groups. The strategy will be brought forward for approval in 2023.

Section 2 – Outlook

2.1 Political, economic and regulatory outlook

The national fiscal and economic situation is an important consideration for the Council. Currently there are a number of significant financial challenges for the sector including: the COVID-19 Pandemic; the shift in funding from Central Government Grant to local taxation (council tax and retained business rates receipts) and uncertainty on the future funding of local government; increasing service pressures; restrictions on activity to generate income (in particular the limitation imposed on councils to make commercial property investments); and future fluctuations in inflation.

The system of funding for local government has significantly changed since 2010, with Councils now increasingly reliant on localised funding sources, principally council tax and business rates. It is widely understood that in the future, all local authorities will face a reduction in core funding from the Government once changes to the current funding regime (in particular New Homes Bonus and Business Rates) are introduced – particularly against the backdrop of recovering from the impact of COVID-19 which also has the potential to affect the council's spending. We continue to monitor the progress of the Review of Needs and Resources, the Government's departmental multi-year Spending Review and the redesign of the national Business Rates Retention System. The Council's current projections within the Medium Term Financial Plan (MTFP) make prudent and robust assumptions around the likely level of funding in light of these government reviews.

The Office of Budget Responsibility (OBR) expect CPI inflation to peak in the fourth quarter of 2022 at its highest rate in around 40 years (April 2022 forecast). They state that the increase is driven primarily by higher gas prices feeding into sharp rises in domestic energy bills, alongside

higher fuel prices and global goods inflation. It is anticipated that inflation will return to target at the end of 2025 as the large swings in energy prices fall out of the annual CPI calculation and output grows broadly in line with the economy's productive potential.

Concerns around pay, utilities and fuel in particular are now starting to become more certain and indeed crystallise and is putting significant further budget pressures for the Council – expediting the financial challenges that were originally forecast to hit the Council from 2023.

Inflationary pressures contributing to the cost of living crisis are expected to impact residents and businesses in the borough, which will increase service pressures further. Service spending is likely to be further affected as key partners seek to increase their contract fees and this is starting to play out in at least one of the Council's major contracts.

Against this economic context, the independent Redmond Review of 2020 that looked into the effectiveness of local authority reporting and external audit made 23 recommendations some of which require primary legislation. The likely implications of the recommendations made include initially an increase in audit fees and likely revised timetables for the production of accounts. Further implications are expected around a requirement for the auditor to present an annual report to Full Council, consideration of the appointment of at least one suitably qualified independent member to Audit Committee, the impact of a new audit regulator (ARGA) and an additional requirement to produce a standardised statement of service information and costs. It is expected that these new arrangements will put further reporting pressure on the organisation.

2.2 The Council's own Strategic Outlook

The infographics below provide a useful snapshot of our local resident and business population.

Population 57,055



Number of young people age under 15 is:
10,365 (18.2%)



Number of people aged over 65 is:
12,265 (21.5%)

Area



The Borough is contained within an area of around **9 square miles** of which approximately two thirds is urban.

Housing



23,270 residential properties

1,200 council housing properties



17,400 owner occupiers

£232,736 average house price



Lower quartile house price, Affordability gap

-£25,852

England average **-£39,328**

Health



Average life expectancy for men
80 years



Average life expectancy for women
85 years

Education



23% of people have no qualifications in Oadby and Wigston compared with 22% across England

Vulnerable groups



11% of children are living in poverty in Oadby and Wigston compared with 17% across England

Employment



There are around **22,000** jobs in the borough.

38% people aged 16-74 are in full time employment compared with 39% across England

Largest employment sector is **Retail**

Welfare & Benefits



1310 claimants in receipt of Housing Benefit (end of 2021)

2672 claimants in receipt of Council Tax Reduction support (end of 2021)

£97,482.76 amount of DHP paid (end of 2021)

Business/Investment



£16.8m redevelopment to take place to provide **15 industrial/warehousing units** at Genesis Park, creating around **100** new jobs.

Crime & Safety



The overall **crime rate is lower** than the average across England **07 per 1,000** population (England average = 09)

Community & Environment



82.5% of people are **satisfied with their neighbourhood** compared to the average across England which is 79.3%

2.3 Local Government Funding

2022/23 Local Government Finance Settlement

Like all councils, the one-year 2022/23 local government finance settlement provided means that understanding our funding post 2022/23 is extremely difficult. The Council's ability to offset any reduction in its funding through growth, and thereby new homes bonus and additional council tax, is limited. However, the council performs well compared to peers in respect of the level of council tax per head, having taken advantage of the flexibility to increase council tax year on year.

Proposed Changes to the Local Government Funding Regime

The changes to the funding regime anticipated as part of the Review of Needs and Resources and Business Rates Reform remain delayed with no clear timetable from government communicated.

No papers were published as part of the local government finance settlement 2022/23 regarding the Review of Needs and Resources looking at relative needs and locally available resources.

A review of Business Rates Retention (BRR) was announced in 2013/14. The call for evidence on the fundamental review of Business Rates closed in December 2020 but there is still no resolution on how this should be taken forward. Further consultation and technical working groups are expected in 2022/23 although it seems unlikely that this will be implemented by 2023/24. This will be alongside further consideration of a possible reset of accumulated business rates growth and how this might be applied.

Similarly, there have been various consultations concerning the future of the New Homes Bonus, but no detail has been confirmed.

In 2021/22 and 2022/23, the Council received a new source of grant funding, the Lower-Tier Services Grant. In 2022/23, an additional new grant, the Services Grant, was also received. Although these funding streams were confirmed to be one-off as part of the 2022/23 finance settlement, there is now uncertainty over the longevity of these funding streams as the Needs and Resources and business rates system reviews remain to be concluded.

2.4 The makeup of Council funding

Funding for the Council has altered dramatically in recent years, with the loss of Revenue Support Grant from 2019. As recent as 2016/17, this level of funding was over £700,000.

Like all other district councils, Oadby & Wigston has seen its net general fund annual budget reduce over a number of years, from £8.5 million in 2010/11 to £7.0 million in 2021/22 which reduces to £6.5million in 2022/23. The Council has managed to achieve this without cutting

any front line services, recently turning to income generation as a means of balancing the books but will need to review alternative ways of delivery such as sharing resources with other local authorities to reduce costs.

Unlike many others, the Council has not been able to capitalise on growth within the borough. This is because the area is dense and there is limited opportunity for housing or employment land growth. This has meant the Council has not seen dramatic increases in council tax and new homes bonus from housing growth or additional retained business rates achieved through business growth.

As detailed above, the conclusion of the Needs and Resources review is perceived to be beneficial to the Council as the system in respect of perceived council “spending need” would be reset and associated funding adjusted in line with this.

Ignoring the effect of additional grant funding received in 2020/21 and 2021/22 relating to COVID-19 support, the level of grant funding in 2022/23 has reduced by almost half of the level received in 2017/18.

Chart 1 – Sources of Funding

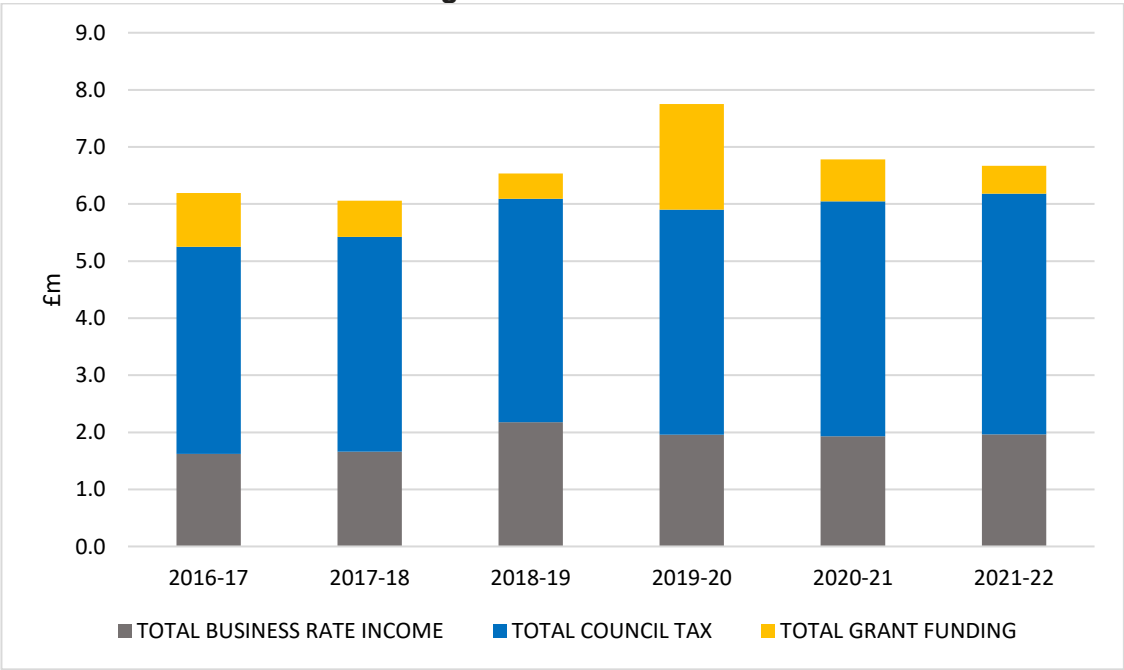
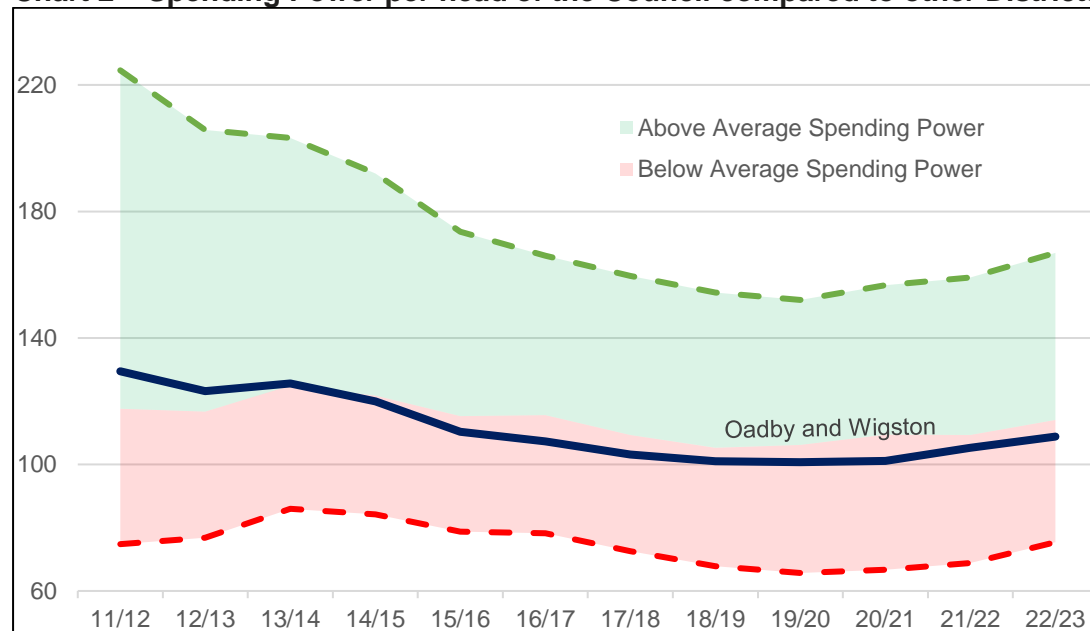


Chart 2 – Spending Power per head of the Council compared to other Districts



Council Tax

The level of Council Tax funding assumed in a budget year is based on the “tax base”, a measure of the relative taxable capacity of the borough expressed as the equivalent number of Band D properties in each area, multiplied by the Band D Council Tax.

Compared to peers, the Council has a high level of Band D. However, the Oadby and Wigston area is unparished, and as such, this level of Council Tax will also be funding spending that for other Council’s may be funded and delivered by a parish or town council.

Whilst the Council’s level of Band D is high, proportionately across the borough, the Council has a heavier weighting of properties in a lower band (bands A – C) which generate less in council tax income compared to properties in higher bandings.

Additionally, since housing growth is restricted, the Council’s tax base is towards the lower quartile when compared to other Councils.

Chart 3 – Council Tax Income per head

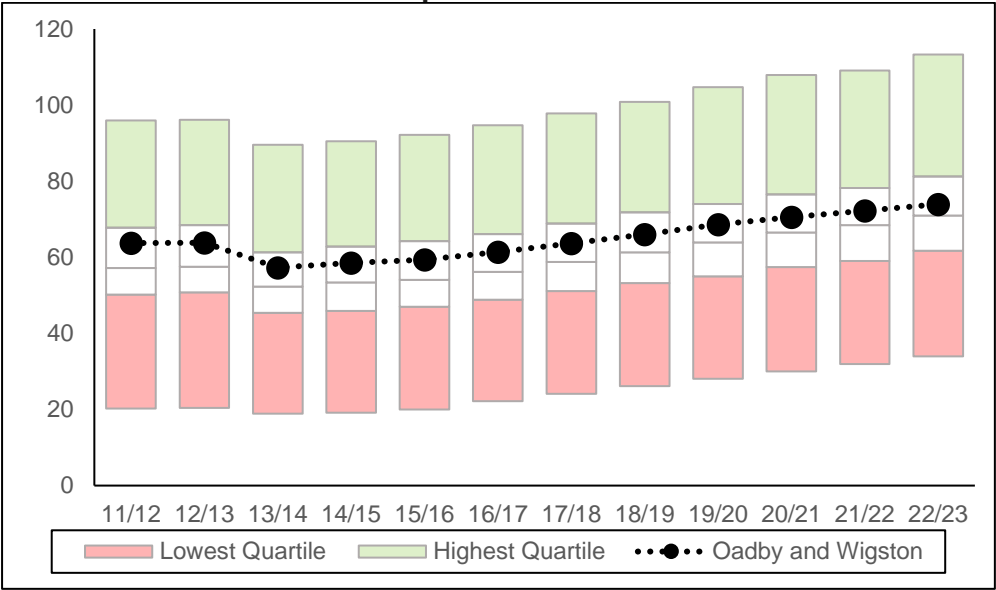


Chart 4 – Taxbase per head

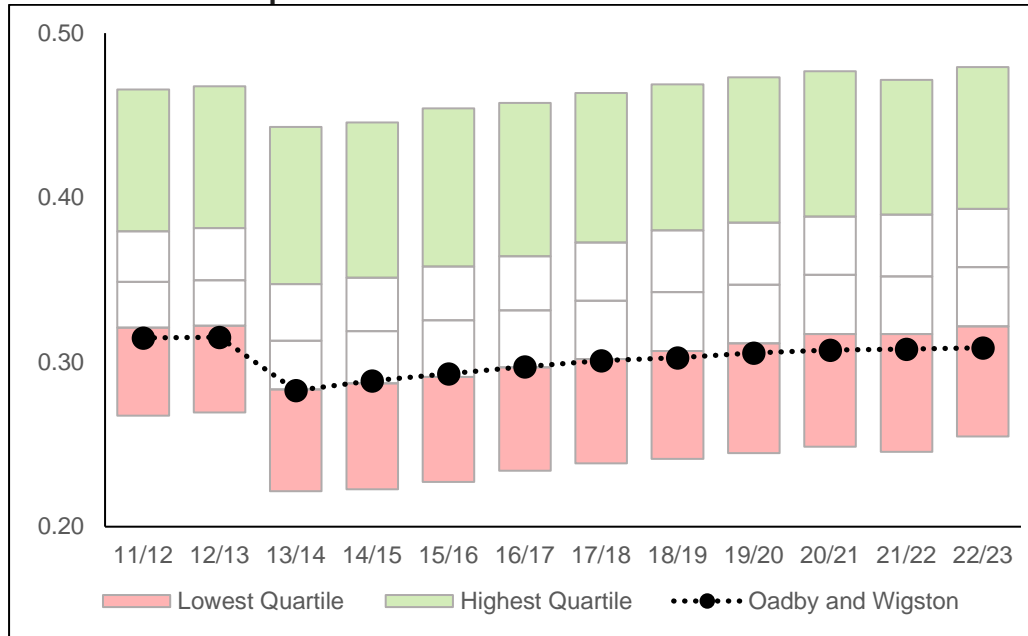
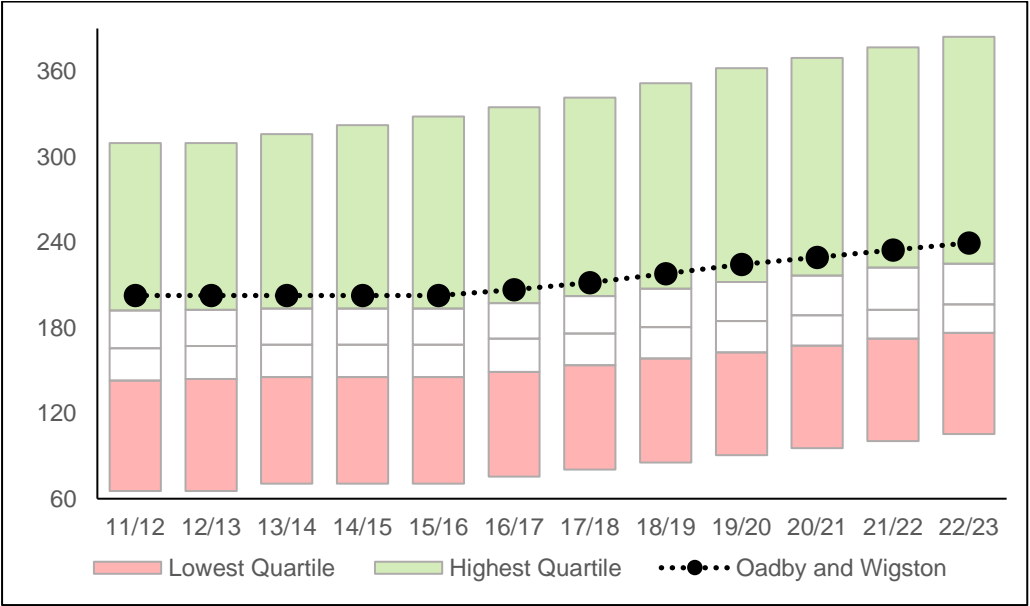


Chart 5 – Band D Council Tax

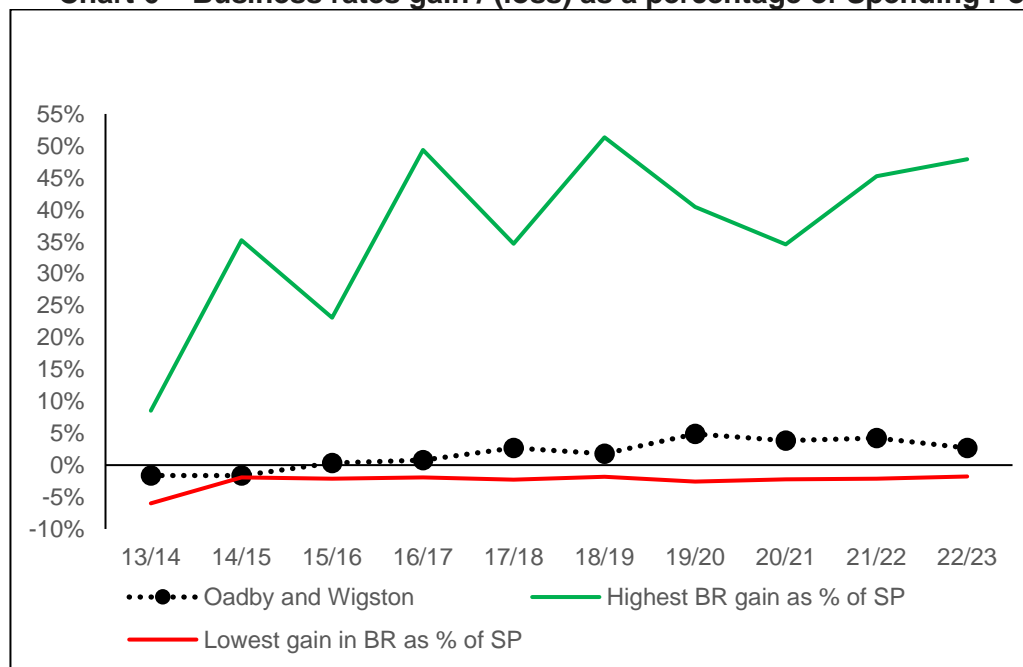


Business Rates

The Council has benefitted very little from business rates growth above the baseline – the level at which the government expect business rates to be generated. This is in contrast to some Councils who have been able to retain significant amounts of rates, meaning greater opportunity to bolster reserves and remain financially sustainable.

Whilst the Council cannot expect to retain any substantial additional rates once the business rates baseline reset is determined and implemented, it is expected that there will be some upside benefit of rates.

Chart 6 – Business rates gain / (loss) as a percentage of Spending Power



Locally generated income

Compared to peers, the CIPFA Financial Resilience “Fees and Charges Ratio” (which shows the proportion of income against the council's total service expenditure) is at the lower end of benchmarks.

The Council has started to shift this position and focus on new income generation, recently introducing two new significant income streams which have made a positive contribution in 2021/22:

- The Council introduced a Selective Licensing scheme in May 2020 to address the poor standards of housing in the South Wigston rental market. To date the council has issued 698 licenses and total income of £520K, of which £230K was collected in 2021/22. The budgeted level of income for 2022/23 is £150K.
- Charges for Car Parking were introduced in 21/22 across all 8 of council-owned car parks around the Borough. £209K was collected in 2021/22. Charges are forecast to recover £550K for the Council in 2022/23.

Aside from car parking and selective licencing, the Council's other largest income streams relate to garden waste collections (£494,000), planning application fees (£210,000), cemeteries (£177,250), taxi hack licences (£131,600) and taxi driver (£33,500) licences.

A new Corporate Charging policy to guide services in setting its level of fees and charges for both existing and new income streams is now in place. This new policy seeks to ensure that the cost of providing a service is fully understood and taken into account when determining fees and charges for services to ensure the cost of the service is fully recovered and where the Council is able to do so, a surplus generated.

2.5 Council spending

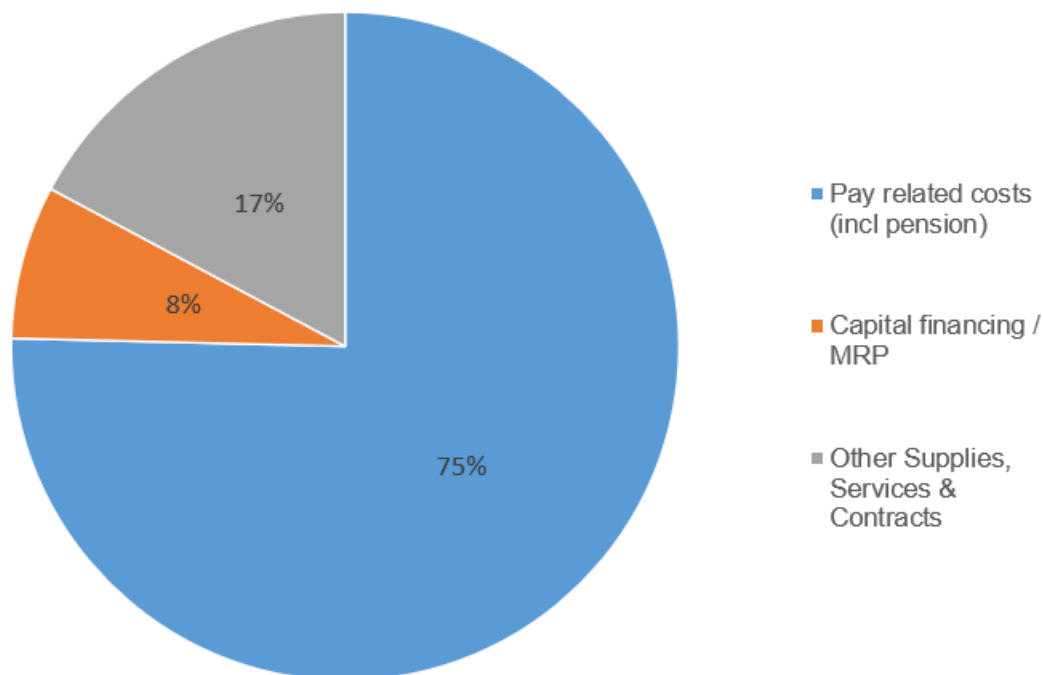
Like most Councils, the largest area of revenue spend is on pay and pay related costs. For 2022/23 this is forecast at well over £7 million for 2022/23 and includes all relevant on-costs such as national insurance and employers pension, as well the additional lump sum pension contributions the Council is required to make to the Leicestershire Local Government Pension Scheme.

The second largest area of Council spend relates to supplies, services and contracts (circa £1.5 million for 2022/23). This broad category of spend includes spending for all services and all contracts. It includes income received in the form of a management fee from the Council's major contract with Everyone Active (Sports and Leisure Management) for the running of it's two leisure centres, which is netted off to reduce overall spend. Other key areas of spend in this category include the running costs associated with Council-owned assets such as utilities, NDR and insurance. In general, this area of spend is expected to be the most volatile over the course of the medium term financial plan as it is more likely to be subject to inflationary-linked pressures.

Capital financing, which refers to the revenue cost of borrowing and the Minimum Revenue Provision we are required to make. Locally generated income in the form of fees and charges for services is in the region of £1.5 million per year (at 2022/23 levels) and is netted off from revenue spending. The HRA recharge, a charge from the General Fund to the HRA levied to cover the consumption of corporate services (£1.2 million for 2022/23) also reduces expenditure.

Corporate and democratic costs relate to the allowances paid to elected members (£173,000 at 2022/23 level).

Chart 7 – Key areas of Council Spend



2.6 Reserves and Reserves Level Risk Assessment

Since 2012, the Council's reserves have reduced in comparison to its spending. Whilst the position has stabilised since 2016, the Council now needs to bolster its reserves to ensure it is equipped to manage changes to the local government funding regime, the current economic conditions and any unforeseen financial challenges.

The table below sets out the reserves position for the General Fund. As well as maintaining a general balance the council can also set aside Earmarked Reserves for specific items.

The charts below show how the Council, compared to peers, is at the lower end of benchmarks when considering its level of useable revenue reserves in the context of its budget size.

Table 1 – Historic position of General Fund Reserves

	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
Deferred Capital Receipts	3	3	3	3	3	3	3	3	3	3
General Fund Reserve	730	891	1,014	996	616	600	600	1,015	1,127	1,182
Use Capital Receipts Reserve	455	705	579	682	1,230	735	937	561	665	790
Contributions Unapplied	30	30	30	30	30	30	24	24	24	24
Other Usable Reserves	1,218	1,629	1,626	1,711	1,879	1,368	1,564	1,603	1,819	1,999
Usable Earmarked Reserves	2,929	4,039	4,302	2,765	2,084	1,946	1,448	1,449	5,734	2,037
Total Usable Reserves	4,147	5,668	5,928	4,476	3,963	3,314	3,012	3,052	7,553	4,036

Chart 8 – General Fund Useable Revenue Reserves as a percentage of Spending: comparison to peers

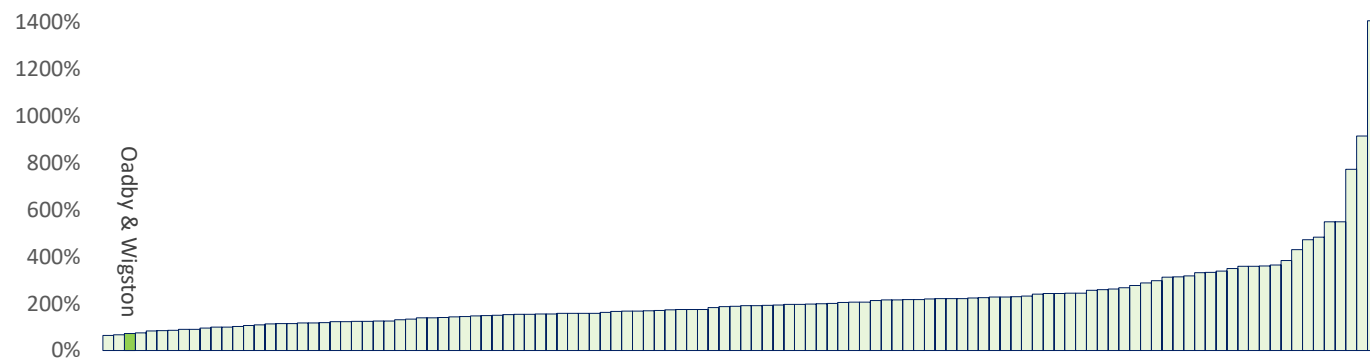


Chart 9 – General Fund Useable Revenue reserves as a percentage of Net Revenue Expenditure

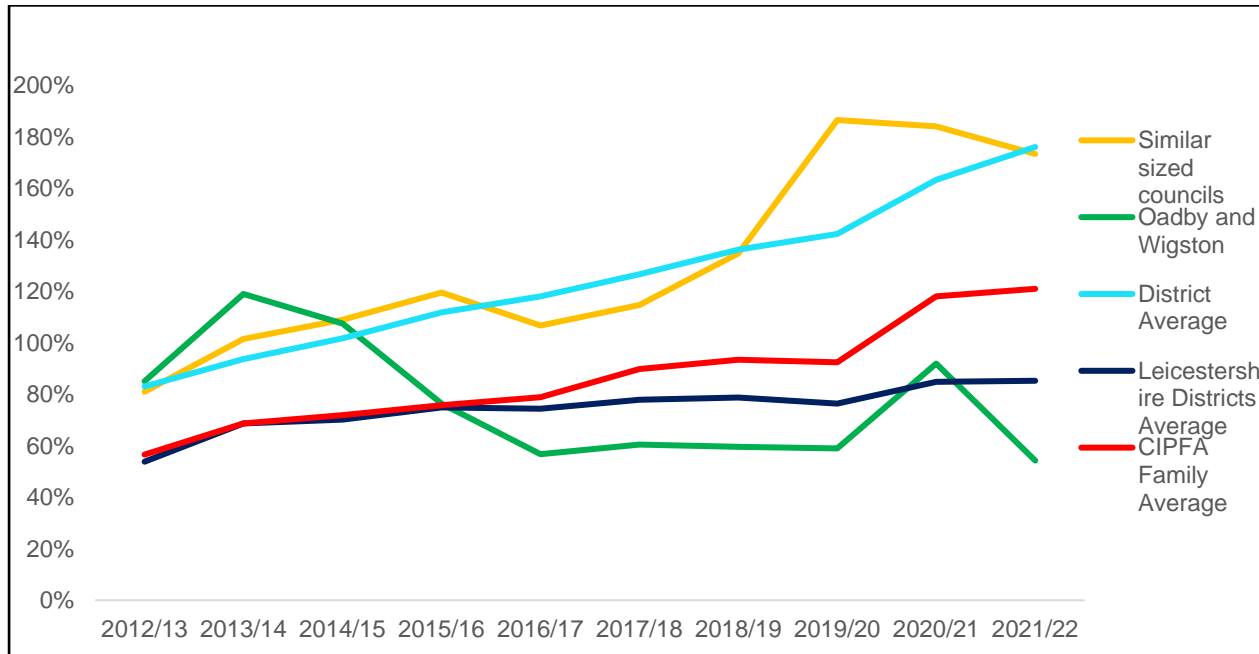
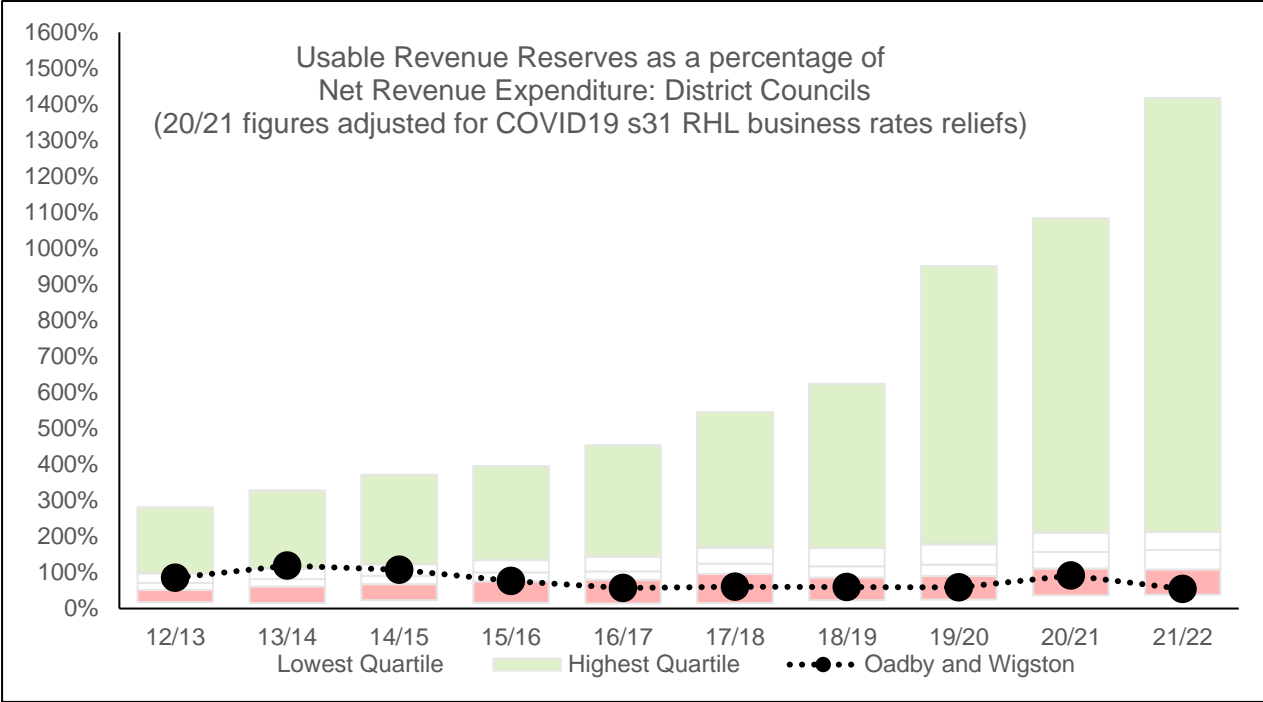


Chart 10 – General Fund Useable Revenue reserves as a percentage of Net Revenue Expenditure



It is important that the Council has sufficient reserves and balances to enable it not only to maintain its financial standing but also to ensure that the Council can realise its service provision expectations.

As set out above, the Council’s reserves are low compared to peers. Part of the feedback received from the LGA in 2021 was that the Council should use a risk-based assessment of reserves rather than a percentage. At the time of writing this strategy, the reserves on the General Fund equate to approximately 18% of the budgeted net service cost. Whilst this percentage may seem sufficient, the volatility that can occur on council spending alone could reduce reserves dramatically within a year.

The table below sets out the Council’s General Fund reserves, consisting of general reserves and earmarked reserves.

To assist local authorities the Chartered Institute of Public Finance and Accountancy (CIPFA) has published a Local Authority Accounting Practice (LAAP) bulletin that provides best practice guidance on the management of reserves and balances. In accordance with the CIPFA guidance, the relevancy and adequacy of the levels of reserves for the Council should be reviewed on an annual basis.

The financial risk assessment below considers the outcomes of a financial risk assessment, to ensure that as a minimum there are sufficient balances to support the budget requirements and adequately mitigate the risk of significant financial loss in the medium term, in the 2022/23. This exercise will be repeated when setting the forthcoming year's budget as part of the annual financial cycle.

The risk assessment indicates that in the worst case the Council could require £1.013 million of its net service revenue budget requirement to fall back on, should all of the potential risks happen concurrently and at their most extreme.

Ideally the General Fund Reserve balance should be somewhere between the range identified in the table (£813k – £1.013 million). The current General Fund Balance level £1.182 million. Therefore, in reviewing this figure based on current net budget requirement, the Section 151 Officer considers it prudent to minimise the use of reserves and adopt a strategy to seek to bolster reserves over the life of this strategy.

Table 2 - Risk Assessment for the General Fund Balance 2022/23

Risk	Likelihood	2022/23 Value (based on in-year impact only)
Natural disasters and national emergencies	Low	£13,000
The Bellwin Scheme provides financial assistance to local authorities in the event of a national emergency or disaster, subject to an authority contributing to the total costs by an amount equivalent of 0.2% of its approved budget. For this Authority this would require approximately £13k.		
Business Continuity - It is difficult to anticipate the cost of such an event that would affect the Authority's business continuity, although it is likely to be substantial. The Council's response to the pandemic has enabled the organisation to be fully agile and more able to respond to emergencies whilst maintaining service delivery. However, for illustrative purposes, £100k is assumed.	Medium	£100,000

<p>National Economic Issues</p> <p>As we have seen through the COVID-19 pandemic and cost-of-living crises, Councils have been relied on to deliver financial assistance to businesses and residents. The New Burdens funding doctrine covers additional costs that the Council bears in delivering central government burdens.</p> <p>At the time of writing this report, the inflation crisis continues to worsen. Assessments show that the impact could be significant in respect of supplies and services. Additionally, and linked to inflation, the local government pay award is likely to be considerably in excess of the 2% built into the budget. Additional pressures in relation to service demands are expected to continue to emerge.</p> <p>In total, the Council could expect in the region of £500,000 - £700,000 of additional pressures in year.</p>	High	£500,000 - £700,000
<p>Grant Funding</p> <p>The Council sometimes seeks external funding/grants for one-off projects. In the event that the expected projected outturns are not achieved, repayment of funding or grant may be required.</p>	Low	£50,000
<p>Property Assets</p> <p>The identification of unplanned major works to the Council's property portfolio could give rise to a budget pressure. As a responsible owner and with a duty to care, the Council could be expected to fund major works at short notice. Although the initial response would be to look to re-phase the capital programme, this may not be feasible, and additional revenue funding may be required, or prudential borrowing.</p>	Medium	£100,000
<p>Legal Issues</p> <p>It would be prudent for the Authority to make provision for an unfavourable outcome of any legal action taken against it, which could be made on a range of different grounds, including compensation payments, equal pay, discrimination and corporate manslaughter.</p> <p>Where the Council provides a paid service to a third party that does not directly relate to any statutory duty, the Council may require Professional Indemnity Insurance. This insurance cover is not automatically arranged and in the event that it isn't, and a claim arises the Council could be deemed liable for resulting costs.</p>	Medium	£50,000
Total Financial Risk Exposure		£813,000 - £1,013,000

2.7 Capital Strategy and Capital Programme

The capital programme sets out the capital plans for the next four years, taking account of any capital investment required to deliver outcomes, transformational change and Council priorities. The capital programme covers the same timeframe as the medium term financial plan to ensure all plans are co-ordinated and the focus is on the medium term. The programme is reviewed annually to ensure projects are still in line with outcomes, and that the programme is affordable.

The Capital Programme Strategy details the priorities of the council in terms of capital expenditure and provides a framework for the council's capital plans to be agreed and delivered within. The Capital Programme Strategy and supporting capital programme are approved each year in February by Council.

The revenue impact of capital, including financing, interest, Minimum Revenue Provision (MRP) and impacts to revenue expenditure and income as a result of capital spend are accounted for in the revenue budget and medium term financial plan.

The Council's capital plans are set out annually in the Capital Strategy and Capital programme. For 2022/23, the General Fund Capital Programme includes £10.904M of capital projects.

Table 3 – Capital Programmes (General Fund and HRA)

Scheme	2022-23 Total Budget
	£000's
Housing Revenue Account	
Horsewell Lane housing development, Modular Build	2,330
Decarbonisation of Housing Stock	514
Decent Homes Work	300
Housing Block Improvements	300
Fire Safety	250
Central Heating	200
Major Adaptations	150
New Housing Initiatives	120
Other Projects	180
Total - HRA	4,344

General Fund	
New Council Offices	3,276
Vehicle Refurbishment	460
Invest to Save	350
Housing Projects	320
Local Authority Delivery 2	301
Skatepark and Parkour or BMX facilities	220
Provision of Energy Efficiency Technologies at Brocks Hill	200
Coombe Park Pavilion Extension	170
New Facility at Uplands Park	145
Oadby Pool Housing Project	110
Wigston Town Centre Car Parks	100
Other Projects	908
Total - General Fund	6,560
PLANNED EXPENDITURE GRAND TOTAL	10,904

Section 3 - The Council's Financial Outlook

Forecast financial position 2022/23 – 2026/27

The forecast position is detailed below and includes a range of assumptions, of which key areas are described in the preceding sections. Our projections show that our forecast net spending is not contained within anticipated funding over the life of the plan. For 2022/23, the forecast position at the time of wiring this strategy is starkly different to the budgeted position due to the emerging and intensifying inflation crises. As the inflation crises is set to escalate further, deficits are projected to occur every year going forward, with the position slightly more favourable in 2023/24 and 2024/25 than in later years, due to an assumption of continuing government grant and bonus (the Services Grant, the Lower Tier Services Grant and New Homes Bonus).

Over the life of the plan, reserves would be depleted if action were not taken.

Chart 11 – Budget Gap and Impact to Reserves

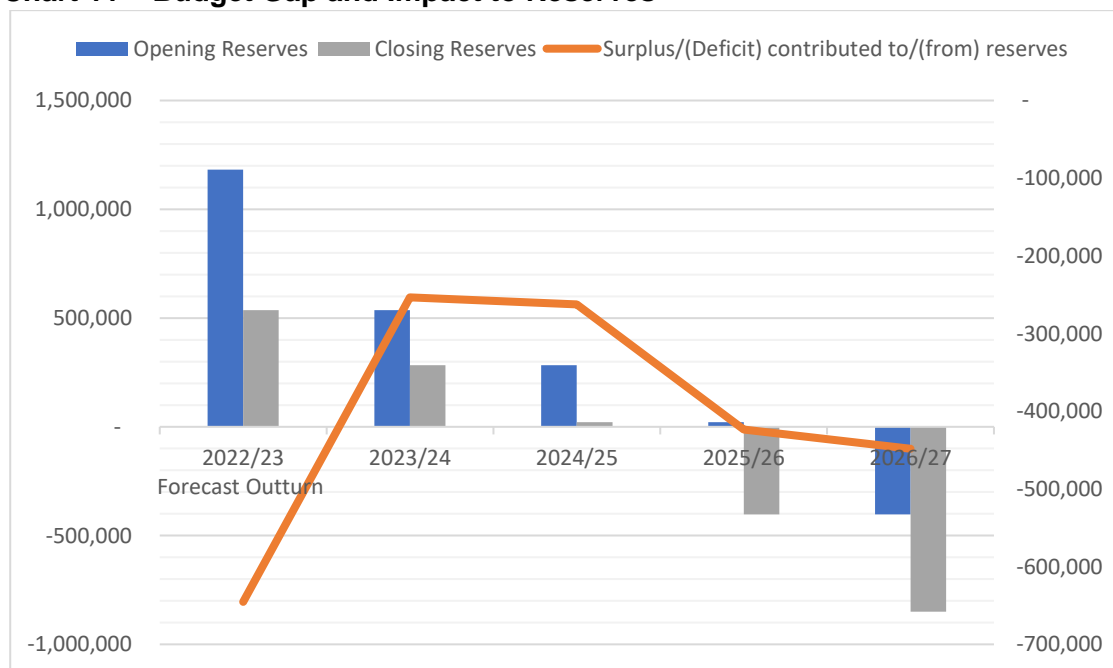


Table 3 – The General Fund Medium Term Financial Plan *

Item	2022/23 Forecast Outturn	2023/24	2024/25	2025/26	2026/27
Net Revenue Expenditure					
Locally generated income	-1,430,000	-1,460,000	- 1,490,000	-1,520,000	-1,550,000
Recharge from HRA	-1,240,000	-1,360,000	-1,380,000	-1,410,000	-1,440,000
Pay related costs (incl pension)	7,410,000	7,460,000	7,600,000	7,740,000	7,880,000
Capital financing / MRP					
	730,000	840,000	890,000	940,000	940,000
Other Supplies, Services & Contracts					
	1,690,000	1,610,000	1,490,000	1,430,000	1,620,000
Total Net Revenue Expenditure	7,160,000	7,090,000	7,110,000	7,180,000	7,450,000
Funding					
Contribution from reserves	-130,000				
Council Tax	-4,220,000	- 4,330,000	-4,440,000	-4,560,000	-4,680,000
Retained Business Rates	-2,010,000	-2,280,000	-2,220,000	-2,290,000	-2,330,000
Collection Fund (Surplus)/Deficit					
	150,000	100,000	150,000	100,000	
New Homes Bonus	-130,000	-170,000	-170,000		
Revenue Support Grant					
Lower Tier Services Grant	-70,000	-60,000	-60,000		
Services Grant	-110,000	-110,000	-110,000		
Total Funding	-6,520,000	-6,850,000	-6,850,000	-6,750,000	-7,010,000

Item	2022/23 Forecast Outturn	2023/24	2024/25	2025/26	2026/27
In-Year Budget Gap / (Surplus)	640,000	240,000	260,000	430,000	440,000
Cumulative Budget Gap / (Surplus)	630,000	870,000	1,130,000	1,560,000	2,000,000

**all values are subjected to rounding differences*

3.1 Key Assumptions to forecasts

Key areas of funding, expenditure and income have been identified and reviewed to determine the most realistic future position. For key areas of spend, including supplies, service and contracts, fuel, insurance and utilities inflation forecasts from the Office for Budget Responsibility forecasts (March 2022) have been used. For pay related costs, the latest offer in relation to the 2022 pay award negotiation has been used.

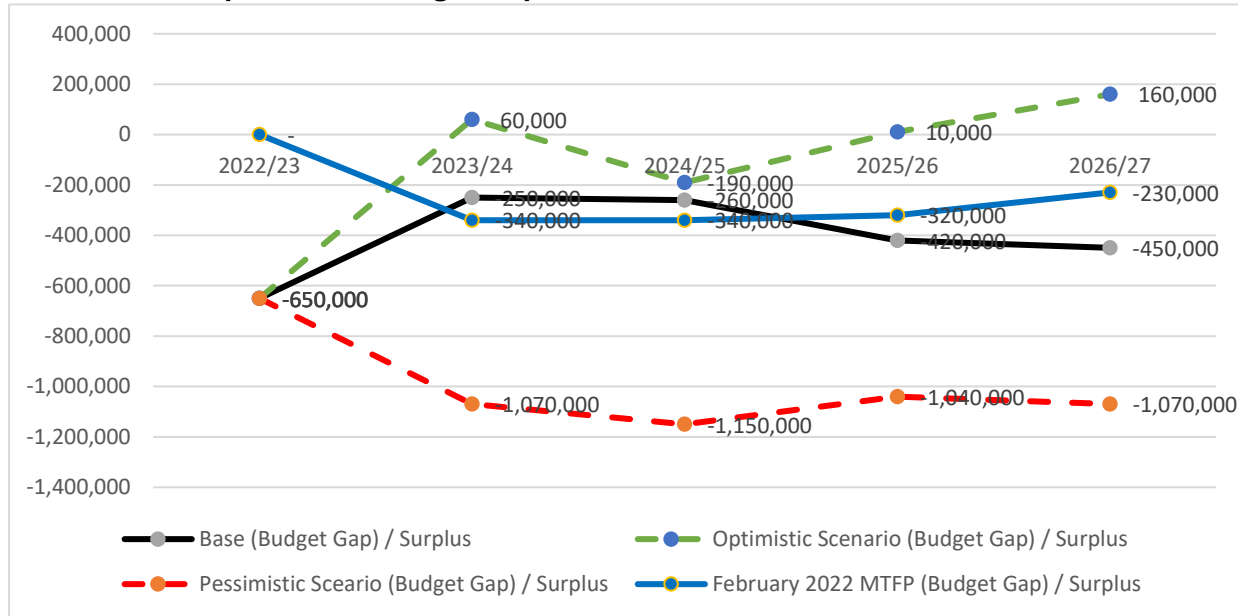
Funding estimates have been forecast using a funding model provided by the Council's funding advisors Pixel Financial Management, whose model projects business rates, new homes bonus and council tax based on local growth assumptions and the national funding formulae.

A list of all assumptions can be found in Appendix 1.

3.2 Scenario and Sensitivity Analysis

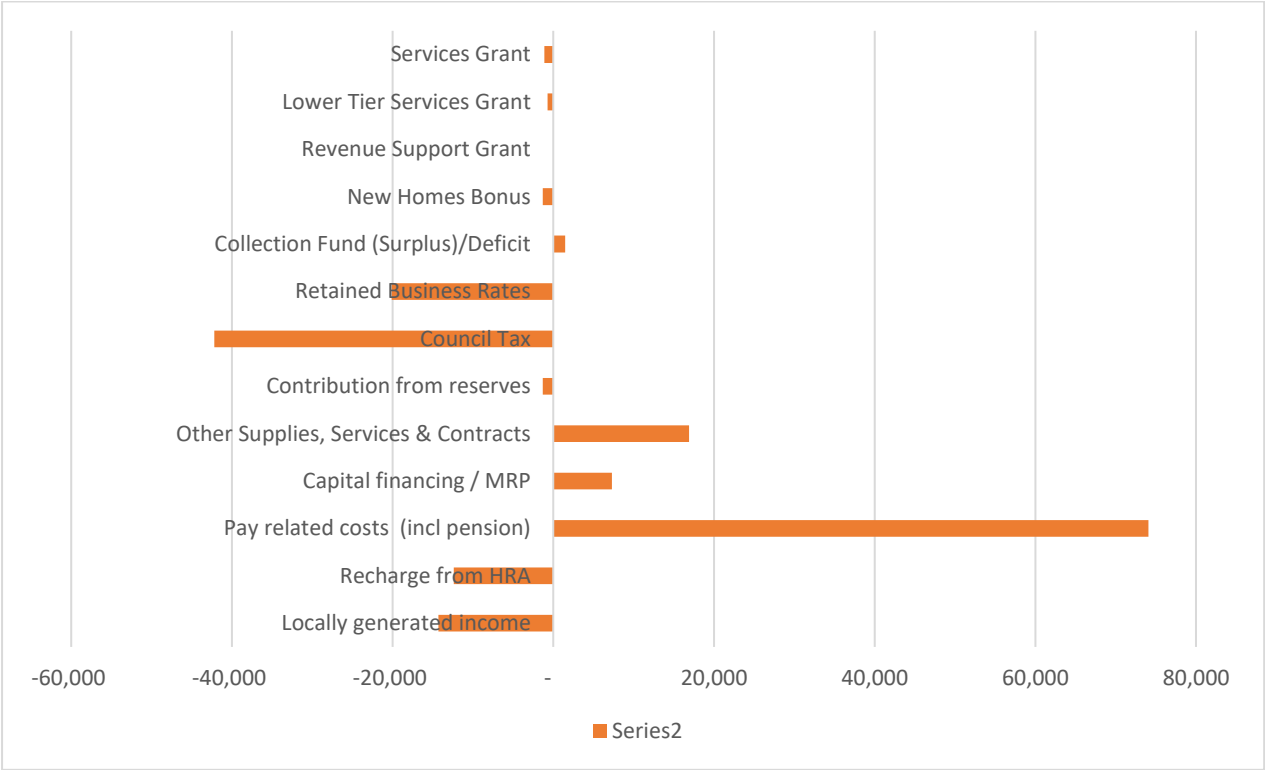
In anticipating the future financial position of the Council, it is important to determine and understand the best and worst-case scenarios – that is, an optimistic position and pessimistic position. The chart below sets out the range of outcomes for the budget gap (or surplus) based on the assumptions being either more favourable or more adverse overall.

Chart 12 – Comparison of Budget Gaps under different scenarios



Since the majority of the future years' financial strategy and model is based on a series of assumptions, the further into the future projections run, the higher the risk that these assumptions are more volatile than anticipated. As such, a relatively small change in key underlying assumptions can produce a significant change in the forecast. The key sensitivities of the financial plan are set out in below, which shows the impact of a 1% change in assumptions, based on 2022/23 levels as a starting point.

Chart 13 – Annual impact of 1% change in key sensitivities



Section 4 - The Housing Revenue Account

4.1 Forecast financial position 2022/23 – 2026/27

The Housing Revenue Account includes and expenditure associated with the Council's function as a social housing landlord. The items that can be debited and credited to the account are determined by statute.

The revenue budget for 2022/23 set out the costs of delivering current levels of service while taking into account the effect of current government legislations regarding changes to housing finance including rent increases of no more than CPI +1%. This follows four years of rent reductions imposed by the Government which ran between 2016/17 and 2019/20.

The 2022/23 Budget was set assuming a 2% pay increase for officers with inflation built in energy bills and contracted services.

Since the Budget was set by the Council, the latest employer offer for the 2022/23 pay award of £1,925 per officer, plus a cost-of-living crisis which has seen inflation rise to around 10% by July 2022 are both well above that which was budgeted for. As a result, the updated projections for the HRA are, over the term, more favourable because of the inflation position that will impact the rent formula assumptions (CPI + 1%) for rent levels in 2023/24 and beyond.

Like the General Fund, the HRA is subject to volatility in respect of inflation, but has a greater ability to absorb impacts due to the rent formula (CPI + 1%) remaining at 1% above inflation. There are a number of other key features of the HRA which are important, given the current economic conditions and strategic outlook. These include (but are not limited to):

- Rising Interest Rates – The Bank of England is currently in the process of increasing interest rates in order to combat inflation. 2022 has seen the largest rise in interest rates for over a decade. The Council needs to refinance debt on a regular basis and is therefore exposed to further increases in this regard.
- Energy costs - The HRA is vulnerable to a spike in heating and power costs within its sheltered accommodation. Unlike energy domestic bills which are currently regulated by Ofgem and subject to a price cap, the current energy contracts of the Council run until the middle of 2023/24 after which they will be subject to price increases if the current crisis has not been abated. Current forecasts suggest that energy inflation will have settled down and returned to pre-inflation crises levels.

- Rent Policy – The government has a history of intervening in rent policy. With inflation running high at around 10% a substantial rent increase is due for 2023/24. Many of the Council's poorer tenants will have their rent paid by Universal Credit and Housing Benefit however this passes the burden on to the Welfare Bill which the government will want to protect.
- Rent Collection Rates – Increases in fuel bills will put pressure on Tenants budgets and will likely impact "bad debts" provisions. The provision for uncollectible debts at 31 March 2021 was £236,000. A provision for bad debts is made in respect of both former tenant arrears and current tenants. The Council included £100,000 in each year's original budgets for further provision against write-offs of bad debt. This is considered to be a prudent measure against a back drop of the exiting from the pandemic and the Government's policy of Welfare Reform with Universal Credit awards for those out of work going back to pre-Covid levels.
- Right-to-Buy Sales - Assumptions are that there will be seven sales each year of the plan counterbalanced by two purchases – a net reduction of five properties from its current stock. There is a risk that stock losses do not follow the pattern assumed in the budget and forecast.
- Borrowing - In 2012 the Council borrowed £18.114million in order to finance the retaking control of its Housing Stock. Due primarily to the reduction in rents the Council has refinanced using short-term borrowing, which has been at an advantageously low interest rate for some time compared to Public Works Loans Board (PWLb) rates. The treasury position of the HRA requires further review in light of this and in light of other finance demands, such as the opportunities to de-carbonise the housing stock which will likely require additional borrowing and/or refinancing.
- HRA Capital – The Council is currently commissioning a stock condition survey which will layout the amount of work required to keep the current stock up to the 'Decent Homes Standard' and identify the work required to bring the housing stock to a position of 'zero carbon' by 2050.
- General Fund Recharges - Recharges between the General Fund and the HRA will be continuously reviewed in the light of structural changes within both the HRA and the rest of the Council. These will be proportionate and fair.
- Service Charges - Tenant's service charges are currently increased at the same rate as tenants rent.

The HRA Business Plan is in the process of being reviewed and will outline the long-term future for a sustainable HRA. Significant developments in the plan are incorporated within this document including financial forecasts outlined in Section 1 of this document.

The tables and chart below sets out the current projections for the HRA and historic position of HRA reserves.

Table 4 – The Housing Revenue Account

	2022/23	2022/23	2023/24	2024/25	2025/26	2026/27
	Budget	Forecast	Forecast	Forecast	Forecast	Forecast
	£'000	£'000	£'000	£'000	£'000	£'001
EXPENDITURE						
Management	1,958	1,988	2,030	2,059	2,077	2,093
Repairs and maintenance	1,067	1,019	1,102	1,150	1,173	1,197
Council Tax	10	10	10	10	11	11
Debt Management	10	10	10	10	10	11
Depreciation (MRA cont.)	1,580	1,722	1,808	1,853	1,899	1,946
Provision for Bad Debts	75	75	100	100	100	100
Gross Expenditure	4,700	4,824	5,060	5,182	5,270	5,358
INCOME						
Rents - Dwelling	(4,985)	(4,965)	(5,439)	(5,741)	(5,859)	(5,980)
Rents - Non Dwellings	(93)	(93)	(113)	(114)	(117)	(120)
Charges for Services and Facilities	(197)	(197)	(201)	(205)	(210)	(215)
Gross Income	(5,275)	(5,255)	(5,753)	(6,060)	(6,186)	(6,315)
Interest payable	630	503	636	672	707	743
Interest Receivable	(5)	(5)	(5)	(5)	(5)	(5)
Revenue Contribution to Capital						
Transfers to/(from) Reserves	0	0	0	0	0	0
Total Capital Charges and Appropriations	625	498	631	667	702	738
(Surplus)/Deficit for the Year	50	67	(62)	(211)	(214)	(219)

Opening Balances						
Housing Revenue Account	(1,155)	(1,155)	(1,088)	(1,150)	(1,361)	(1,575)
Universal Credit Reserve	(140)	(140)	(140)	(140)	(140)	(140)
Housing Levy	(220)	(220)	(220)	(220)	(220)	(220)
Closing Balances						
Housing Revenue Account	(1,105)	(1,088)	(1,150)	(1,361)	(1,575)	(1,794)
Universal Credit Reserve	(140)	(140)	(140)	(140)	(140)	(140)
Housing Levy Reserve	(220)	(220)	(220)	(220)	(220)	(220)

Chart 14 – Contribution (from)/to HRA Reserves

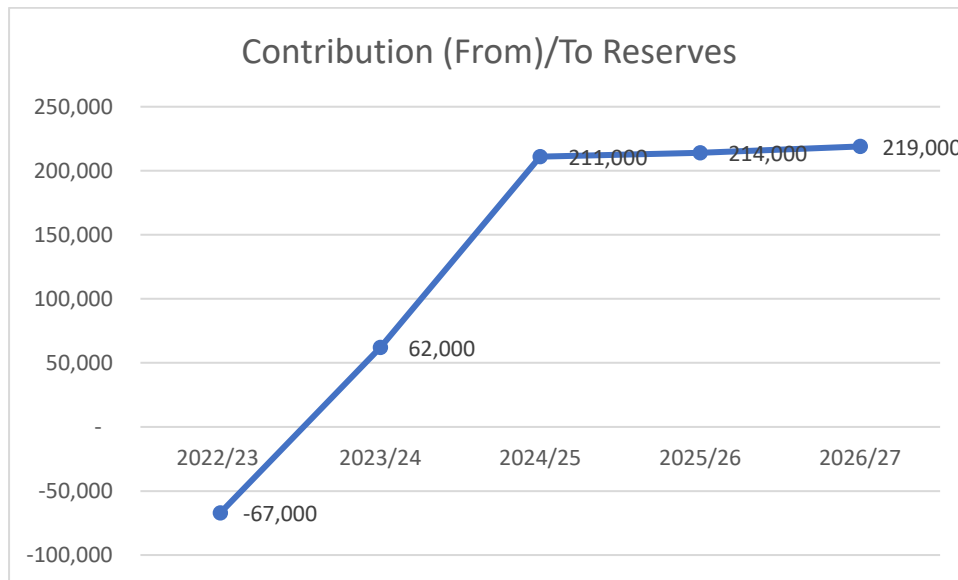


Table 5 – Historic Reserves - HRA

HRA	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
Deferred Capital Receipts										
General Fund Reserve										
Housing Revenue Account Reserve	1,027	1,897	2,723	1,346	432	635	1,086	1,139	1,332	1,155
Use Capital Receipts Reserve										
Contributions Unapplied										
1-4-1 Housing Receipts Reserve	0	0	0	47	47	283	389	461	515	678
Other Usable Reserves	1,027	1,897	2,723	1,393	479	918	1,475	1,600	1,847	1,833
Usable Earmarked Reserves	945	1,512	500	376	370	730	1,177	739	1,141	1,179
Total Usable Reserves	1,972	3,409	3,223	1,769	849	1,648	2,652	2,339	2,988	3,012

Section 5 – How we will manage our finances and deliver savings through the Sustainability Plan

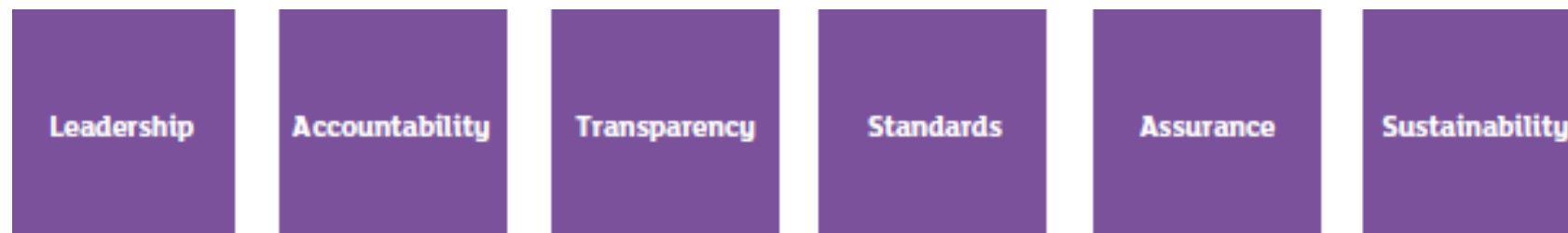
5.1 Our general approach to managing finance and adoption of the CIPFA Financial Management Code

In 2021, the Council began to adopt a new approach to managing its finances, following feedback from the LGA that the Council needed to address resourcing issues and the quality of financial reporting. The Council's response included the appointment of a new Strategic Director and Section 151 Officer and a number of new roles within the service to allow implementation of a new finance business partnering service delivery model, which allows for greater engagement between finance and service areas.

In 2020 the Chartered Institute of Public Finance and Accountancy (CIPFA) introduced a new Financial Management Code. The Code is intended to support good practice in financial management and to assist local authorities in demonstrating their financial sustainability and sets the standards of financial management for local authorities.

By following the 6 core principles of the Code, the council will follow best practice in relation to managing finance. The Council has adopted the Code and has identified a number of improvement actions where the code requirements were not met in full, which are reported as part of the 2021/22 Annual Governance Statement.

Illustration 1 – Core principles of the CIPFA Financial Management Code



5.2 Decision making and finance – Financial Appraisal and Affordability Assessment

A specific area for the Council from the Corporate Peer Challenge in 2022 was around aligning the council's finance structure to meet the council's needs at operational and strategic levels. As part of the Council's response, actions were put in place to develop with members, a standardised approach to financially appraising projects and assessing their affordability.

In light of the financial challenges and limited financial resources set out in this strategy and to ensure decision making is as effective as possible, the Council will, where appropriate, use defined financial appraisal techniques to assess the desirability of projects and decisions. Services will work with finance to identify and scope understanding of all associated implementation and ongoing costs and any resultant cost savings and/or income generation. Where appropriate, project outcomes will also be assessed against the medium term financial plan so that members can be informed of the overall impact to the council's forecast financial position.

For projects where there is substantial financial or resource investment required, or where there are two or more mutually exclusive projects due to resource constraints, all of the following financial appraisal techniques will be used depending on the applicability of the project or decision that is being assessed:

- **Net Present Value (NPV)**

This technique identifies all the cash flows associated with a project with an adjustment to reflect the time value for money (because money today is worth more than money tomorrow). The result is expressed in pounds and either negative (loses money) or positive (makes money). It can be used for one project, or to compare various projects or scenarios. This technique is particularly useful for projects that don't make a return, but that improve a net loss position, compared to the status quo or another scenario.

- **Return on Investment (ROI)**

Return on investment describes how much return (net of costs) will be received on an annual basis because of the initial investment. It is expressed as a percentage. The technique can be easier to understand but can't be used where there is no financial return.

- **Payback**

Payback sets out how long it will take a project to repay the initial investment sum and can also be adjusted to reflect the time value for money (because money today is preferable to money tomorrow). The result is expressed in years (or months) or, if defining a time period, the result can be "does not pay back". The technique is widely used and easier to understand compared to other techniques but it can't be used where there is no financial return.

An affordability assessment against the medium term financial plan will also be undertaken – this will involve the creation of a new plan scenario that includes the revenue impact of the project.

5.3 The Sustainability Plan

The Sustainability Plan sets out how the Council will achieve savings over the life of the medium term financial plan period. Along with the MTFP, the sustainability plan will become a “living” document that will be reviewed and updated regularly. The below themes set out how savings will be identified and delivered:

- **Financial Management**

An immediate review of the reserves of the Council will be undertaken in light of the reserves position and risk assessment outlined above. It is expected that several earmarked reserves will be able to be reassign to general reserves, allowing for greater coverage and resilience. An initial £200,000 is set out for an immediate reallocation.

Other savings on financial management may be achievable, such as reduction in borrowing costs on loans for example.

- **Service Review**

As part of the approach to ensure the Council can deliver services within its funding means, the Council will undertake a series of service reviews. This will initially likely be focussed on high-value services because these services may be more likely to be able to make savings.

The council will make use of benchmarking to identify areas of high spending services. Models of alternative delivery, including sharing with another council and outsourcing, will be considered as options to identify savings, along with service changes.

A prudent estimate of a recurring £50,000 is set out to be achieved from 2023/24.

- **Outcome Based Budgeting**

In preparing the budget for 2024 and beyond, the Council will undertake a wholesale review of its operations and costs. This will involve undertaking an outcome based budgeting exercise, where the council’s budget will be rebuilt based on member engagement of the level of service to be delivered for each statutory service and whether discretionary services continue and if so at what level. An estimate of 0.5% of council spending, equating to £47,000 per year, is included in the plan from 2024/25.

- **Asset Management**

The Council is responsible for 69 assets on the General Fund, comprising of Council offices, the Depot, Community Centres, Pavilions, Public Conveniences, Parks, Land, Allotments, Car Parks and Cemeteries. By reviewing its asset base, the Council expects

to be able to reduce its ongoing liabilities in respect of assets through divestment to reduce running costs and/or asset enhancement to improve income. A saving of £25,000 per year is included in the plan from 2024/25.

- **Income Generation**

Building on the adoption of a new approach to corporate charging, existing income streams will be enhanced to ensure all opportunities to generate income are taken forward. Additionally, new opportunities for income generation will be identified and taken forward where market research and financial appraisal suggests it is worthwhile doing so. Additional income of £15,000 per year is included in the plan from 2023/24. This is in addition to the core assumption of 2% increase in income per year that is already built into the medium term financial plan and is therefore more likely to be achieved through a new income scheme or an existing scheme where forecast demand is higher or there is a substantial increase above 2%.

- **Contracts**

The Council has a wide range of contracts for the delivery of equipment and services. Overall, the Council will refine its contract management approach so that acts commercially and achieves the best financial and service outcomes possible. This will include the monitoring of contracts to ensure supplier delivery is maintained within the contracted levels. Specific key contracts will undergo review. There is not any estimate around savings included in the sustainability plan as this areas requires further review.

The below Sustainability Plan sets out the savings the Council expects to make over the coming five year period. The plan will be reviewed as part of setting the forthcoming years budget and refined as necessary.

Table 6 - The Sustainability Plan

		2022/23	2023/24	2024/25	2025/26	2026/27
Financial Management	Review of earmarked reserves (one-off)	200,000				
Service Review	Savings achievable through review of key services and alteration of service levels		50,000	150,000	150,000	150,000
Outcome Based Budgeting	Assumed 0.5% reduction in overall service costs as a result of an outcome based budgeting exercise in 2023			47,000	47,000	47,000
Asset Management	Targeted reduction in expenditure/increase in income as a result of review of assets and rationalisation			25,000	25,000	25,000

		2022/23	2023/24	2024/25	2025/26	2026/27
Income Generation	New income schemes (assumed increase in existing already in plans)		15,000	15,000	15,000	15,000
Contracts	Pending review					
	Total	200,000	65,000	237,000	237,000	237,000

Section 6 –Monitoring, Delivery and Review

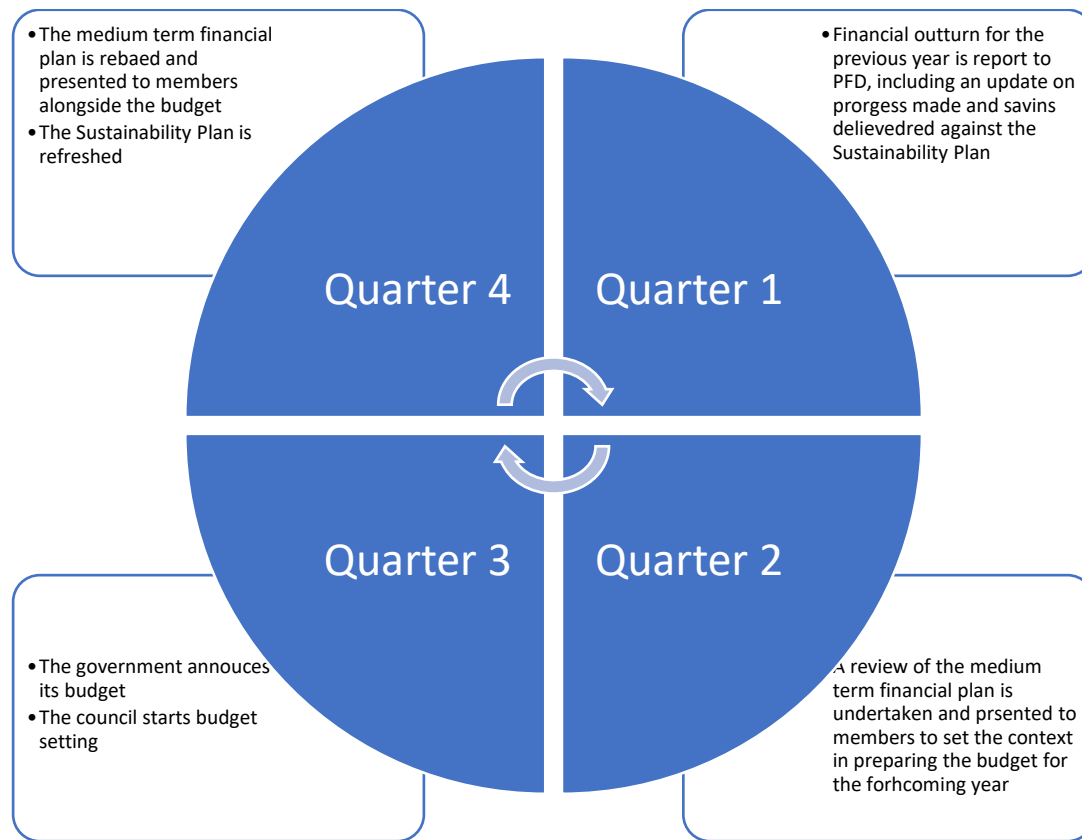
Financial planning is a continuous process and the need for constant monitoring of our current and future financial position is heightened now more than ever before because of the risks associated with the uncertain economic conditions and outlook in respect of local government funding.

There are already well established processes monitoring budgets which include regular monitoring and outturn reports to the Policy, Finance and Development Committee. This regular reporting will be extended to report on the progress of savings delivery in the Sustainability Plan.

An updated rolling five year medium term financial plan and the refreshed sustainability plan for making forthcoming savings will be presented to members annually alongside the forthcoming years' draft budget for approval.

The below sets out the financial management cycle for the Council.

Illustration 2 – The Medium Term Financial Planning cycle



APPENDIX 1

Assumptions to the General Fund Medium Term Financial Plan (Base)

Item	2022/23	Future years assumptions
Utilities	Revised Q1 forecast outturn 2022/23	Gas, elec and water. Revised forecast outturn 2022/23, 2023, price stabilisation thereafter, adjusted for Bushloe House>Brocks Hill savings in 2023/24
Services Grant	As per approved 2023/24 budget	Roll forward of 2022/23 into 2yr Local Government Finance Settlement, resulting in additional funding in 2023/24 and 2024/25.
Revenue Support Grant	As per approved 2023/24 budget	
Retained Business Rates	As per Pixel model	As per Pixel funding advisors model - projects assumed growth 0.7% p.a.
Recharge from HRA	Revised Q1 forecast outturn 2022/23	9.4% inflation for 2023, 2% in line with BoE target thereafter
Other Supplies, Services & Contracts	Revised Q1 forecast outturn 2022/23	8% inflation for 2023, effect of inflation curtailed at 2% thereafter, adjusted for Bushloe House>Brocks Hill savings in 2023/24 plus additional £155k 2022/23 to reflect inflation.
Pension employer rates (attached)	Revised Q1 forecast outturn 2022/23	As per Leicestershire LGPS Pension Committee approved stabilised employer rates for 2022 and beyond
Pay costs	Revised Q1 forecast outturn 2022/23	4% 22/23 plus additional staffing costs forecast at Q1 (e.g. waste). Future years based on establishment only: 3% 23/24, 2% thereafter. NB percentages here to reflect total organisational percentage increase, not percentage pay award for staff.
Other grant income	As per approved 2023/24 budget	9.4% inflation for 2023, 2% in line with BoE target thereafter, adjusted for Bushloe House>Brocks Hill savings in 2023/24
New Homes Bonus	As per approved 2023/24 budget	Roll forward of 2022/23 into 2yr Local Government Finance Settlement, resulting in additional funding in 2023/24 and 2024/25.
NDR	As per budget	9.4% inflation for 2023, 2% in line with BoE target thereafter, adjusted for Bushloe House>Brocks Hill savings in 2023/24
Members Allowances	Revised Q1 forecast outturn 2022/23	Remain static
Lower Tier Services Grant	As per approved 2023/24 budget	Roll forward of 2022/23 into 2yr Local Government Finance Settlement, resulting in additional funding in 2023/24 and 2024/25.
Locally generated income	As per budget	2% p.a. flat rate increase
Insurance	Revised Q1 forecast outturn 2022/23	9.4% inflation for 2023, 2% in line with BoE target thereafter
HB Payments	Revised Q1 forecast outturn 2022/23	9.4% inflation for 2023, 2% in line with BoE target thereafter

Item	2022/23	Future years assumptions
Fuel	Revised Q1 forecast outturn 2022/23	Revised forecast outturn 2022/23, OBR oil forecast % year on year change thereafter (reducing)
Council Tax	As per approved 2023/24 budget	Base growth of 0.6% p.a. (2-year average growth from 2023-24-23 onwards). Increase of maximum £5/1.99%.
Contribution from reserves	As per approved 2023/24 budget	As per approved 2023/24 budget
Collection Fund (Surplus)/Deficit	As per approved 2023/24 budget	As per approved 2023/24 budget, forecast deficits into future years as a result of Cost of Living Crises - requires further testing as part of 2023/24 budget setting
Capital financing / MRP	As per approved 2023/24 budget	As per approved 2023/24 budget

CIPFA Financial Management Code Principles

APPENDIX 2



Agenda Item 11



Full Council

**Tuesday, 27
September 2022**

**Matter for
Information and
Decision**

Report Title: Maximising the Council's Income (September 2022)

Report Author(s): Tracy Bingham (Strategic Director / Section 151 Officer)

Purpose of Report:	To seek Council approval of a new Corporate Charging Policy for the Council to support the maximisation of Council income through existing and new areas of income generation, and to review and approve the business case for two new income generating opportunities.
Report Summary:	The Council collects in the region of £1.5m in local sales, fees and charges. As identified by the Local Government Association, the level of locally generated income is lower when compared to peers. In addition, the Council has not previously had a policy in place to guide the setting of levels of sales, fees and charges, or indeed the charging strategy which should determine the basis of such levels. This report seeks Member approval of a policy for determining the levels of sales, fees and charges levied for services. This report also presents Members with several business cases for the generation of new income.
Recommendation(s):	<p>That Members:</p> <p>A. Approve the new Corporate Charging Policy (a set out at Appendix 1); and</p> <p>B. Approve the proposals for the provision of a Community Lottery and new approach to Events Management and to delegate authority for the Strategic Director and Section 151 Officer to make any required budgetary changes for the schemes to progress.</p>
Senior Leadership, Head of Service, Manager, Officer and Other Contact(s):	<p>Tracy Bingham (Strategic Director / Section 151 Officer) (0116) 257 2690 tracy.bingham@oadby-wigston.gov.uk</p> <p>Rashpal Sohal (Finance Team Manager) (0116) 2572 705 rashpal.sohal@oadby-wigston.gov.uk</p> <p>Jon Wells (Senior Strategic Development Manager) (0116) 257 2692 jon.wells@oadby-wigston.gov.uk</p>
Corporate Objectives:	Providing Excellent Services (CO3)
Vision and Values:	<p>Accountability (V1)</p> <p>Respect (V2)</p> <p>Teamwork (V3)</p> <p>Innovation (V4)</p> <p>Customer Focus (V5)</p>

Report Implications:-	
Legal:	There are no implications directly arising from this report.
Financial:	The implications are as set out at throughout this report.
Corporate Risk Management:	Decreasing Financial Resources / Increasing Financial Pressures (CR1)
Equalities and Equalities Assessment (EA):	There are no implications directly arising from this report. EA not applicable.
Human Rights:	There are no implications arising from this report.
Health and Safety:	There are no implications arising from this report.
Statutory Officers' Comments:-	
Head of Paid Service:	The report is satisfactory.
Chief Finance Officer:	As the author, the report is satisfactory.
Monitoring Officer:	The report is satisfactory.
Consultees:	None.
Background Papers:	Report Entitled 'Maximising the Council's Income (June 2022)' to the Policy, Finance and Development Committee on 28 June 2022 Report Entitled 'Maximising the Council's Income (September 2022)' to the Policy, Finance and Development Committee on 26 September 2022
Appendices:	1. Draft Corporate Charging Policy (September 2022)

1. Background

- 1.1. Currently, the Council generates over £1.5m (2020/21) in local income in return for providing a wide range of services to local residents, businesses and visitors. Local income generation presents the Council with an opportunity to maximise its financial position and, in the case of the General Fund, an opportunity to reduce its reliance on government grant. In addition, charging for services can also present opportunities to achieve the Council's corporate priorities, for example by encouraging or discouraging the use of a service or to alter the behaviour patterns of residents or businesses.
- 1.2. The current Fees and Charges to Service Expenditure ratio (a widely used ratio in the sector that measures locally generated income against council spending) for the Council is 13.47% (2020/21). This is at the lower end when compared to peers.
- 1.3. This report presents 2 income generation opportunities and the new Corporate Charging Policy for approval and provides a wider update on other income generation ideas currently under review or previously considered.

2.0 New Corporate Charging Policy

- 2.1 The draft policy at Appendix 1 is based on feedback from Members of the Policy Finance and Development Committee (PFDC), who were consulted on the draft principles and features of this new policy in June 2022.
- 2.2 The policy was scheduled for PFDC approval and recommendation to Council on 13 September. However, as a result of the changes to the Schedule of Meetings following the death of Her Late Majesty Queen Elizabeth II, the Committee are not due to consider the report until 26 September 2022. Therefore, any comments or amendments approved by the Committee will be shared by way of verbal update or additional paper as necessary at the meeting of Council on 27 September 2022.
- 2.3 The draft policy sets out requirements of services to ensure the impact to customers is fully assessed and considered, building on the need for the Council, as a public sector organisation to consider circumstances where it is appropriate to subsidise charges.
- 2.4 In summary, the following four fundamental principles are set out in the policy, but are summarised here:
1. Council fees and charges are consistent
 2. There is a defined Charging Strategy;
 3. The Impact to Customers is considered; and
 4. Charges are reviewed on a cyclical basis
- 2.5 At this stage, it is not possible to quantify the potential additional income that could be generated from the commercialisation of existing income streams, since this will require service areas and finance to work together to determine the net position of chargeable services and propose new charges if income is deemed out of sync with the appropriate charging strategy. However, this new approach will enable services to understand whether the income generated from providing a service cover the costs incurred and given the current position of income generation compared to peers there is scope to better the position of existing income streams as well as new potential areas.
- 2.6 It is intended that a revised policy will take immediate effect and guide fee and charge setting as part of the 2023/24 budget setting process.
- 2.7 In order to balance the resource implications associated with this new approach and the need to raise locally generated income it is proposed that the following income generating areas are reviewed as part of the 2023/24 budget setting process, with a wider review of other income generating areas taking place in 2023 and future years:
- Selective licensing – with a view to looking at the charging position of the scheme and whether changes would need to be made. Consideration to be given as to whether the scheme could be rolled out across any other Borough areas.
 - Cemeteries’ – reason for review is due to cemeteries income having been within the Councils top income generation areas and there have been some recent Q1 adverse forecasts and other scheme changes which warrant a review of charge setting; and
 - Management fees – the Council charges a % management fee across various fees and charges and a review to check the appropriateness of these is required.

- 2.8 The intention is for these specific service areas to present proposed charges from April 2023 as part of the draft budget, along with information around the specific reason for the proposed variation in line with the charging strategy for that income stream

2. New Income Generating Opportunities - Summary

- 2.1. Various updates have been provided to the PFDC since November 2021 on the concepts to generate new income streams.
- 2.2. At its meeting on 26 September 2022, a further update was provided on all concepts, including those that were originally discussed in November 2021 but which were not being progressed by Officers.
- 2.3. The Council retains Capital Programme provision for the purpose of funding potential start-up costs associated with any of these proposals (subject to presentation of a sound business case), through its £350,000 Capital Programme 2022/23 "Invest to Save" budget, which can cover capital costs for schemes which deliver expenditure reduction or income generation.
- 2.4. Two schemes are due to be presented to PFDC on 26 September and are recommended for approval. One other scheme is recommended to progress to the next stage, but there are no firm decisions on this presently. The below paragraphs set out these schemes.

3. Community Lottery – proposed for approval

- 5.1 A representative from Gatherwell, who would partner with the Council to deliver the Community Lottery is due to attend the PFDC meeting on 26 Sept to share a presentation of the scheme.
- 5.2. A Community Lottery is a weekly lottery that raises money for good causes across the borough and all good causes supported by the lottery will benefit the Borough and its residents. The Community Lottery operates on the principle of raising money within the community for the community, empowering local good causes to raise money in a fun and effective way. For every £1 raised, 60 pence goes to local charities. Based on assumed demand in the form of ticket sales, of approximately 6,000 tickets per year, and an initial investment of circa £10,000 in year 1, the net income achievable in year 1 is estimated at £20,000 for year 1 and £29,000 in year 2 and beyond.
- 5.3. Given the low risk and low input required, the recommendation is that Members approve the Council signing up to the scheme.

6. Events management and asset review – proposed for approval

- 6.1. Following SLT review and presentation to PFDC, it is proposed that the Council use existing resources to support events in the Borough with a target level of income of £10,000 for the first year. The intention behind this approach was very much to "start small" and test the market and success of events so that the need for an Events Officer to support going forward could be more accurately determined.

7. Repurposing of public toilets – proposed to move forward to next stage

- 7.1. To move forward, it is proposed that officers undertake a "call for business interest" process and engage the local business community to soft-market test the appetite for businesses to take on the assets to run their business (or prospective business). This would include the need for the "offer" to include the provision of public accessible toilets that are not linked to business sales. This approach is proposed as a means of gathering intelligence on what level of rental income the Council might be able to expect, but also understand the appetite of the

business community for taking occupation and what capital investment requirements there might be and opportunities for meeting those.

- 7.2. It is envisaged that the exercise could identify a role for the Council in supporting businesses/potential businesses and that the UKSPF potentially funds available would form part of a package of business support. This collaborative approach could meet requirements for bringing public assets back into use and income generation and/or expenditure reduction (in the form of public convenience maintenance costs).
- 7.3. If Members are supportive of this approach, Officers will take forward and report back to a future committee on the outcome of the engagement and "call for business interest" exercise and present a final recommendation based on that outcome.

8. Financial Implications and Next Steps

- 8.1. As detailed above, it is difficult to quantify the financial effect the new policy will have on existing income streams without having undertaken the work to review the net cost of providing income bearing services. Additional income forecast as part of varying fees and charges will be reported clearly to members so that they understand fully the income effect of varying fees and charges through budget setting.
- 8.2. The forecast position in respect of the new income opportunities proposed to be taken forward are set out above and summarised below:

Scheme	2023/24	2024/25
Community Lottery	£20,000	£29,000
Events Management	£8,000	£8,000
	£28,000	£37,000

Oadby and Wigston Borough Council Corporate Charging Policy

DRAFT

Policy Version Number: 1.0

Policy Author: Strategic Director and Section 151 Officer

Date of Last Review: n/a

Date of Next Review: September 2024



Oadby & Wigston
BOROUGH COUNCIL

1. Introduction and Purpose

- 1.1 The Council provides a wide range of services to local residents, businesses and visitors for which it is able to make a charge either under statutory powers set by the Government or discretionary powers where charges are set by the Council.
- 1.2 Currently, the Council generates over £1.5m (2020/21) in local income in return for providing a wide range of services to local residents, businesses and visitors. Local income generation, when done in the right way, presents an opportunity for the Council to maximise its financial position and, in the case of the General Fund, an opportunity to reduce its reliance on government grant. In addition, charging for services can also present opportunities to achieve the Council's corporate priorities, for example by encouraging or discouraging the use of a service or to alter the behaviour patterns of residents or businesses.
- 1.3 This policy co-exists alongside the Council's new Medium Term Financial Strategy (September 2022) which identifies financial sustainability challenges on the General Fund as a result of increasing cost pressures, reduction in Revenue Support Grant, and, in 2022 a largely unanticipated significant impact as a result of inflation and the UK economic conditions. The introduction, implementation and ongoing monitoring and review of charges is an integral element of the medium term financial planning of the Council.
- 1.4 This policy outlines the key principles to be considered in charging for services in a transparent and consistent manner. It is not intended to be over-prescriptive, but instead provide a framework for how the Council approaches the question of charging for its services. The application of this Policy should bring greater clarity to the process for setting charges and will therefore assist the Council in achieving its Corporate Objectives. It is also intended to help guide the process of reviewing charges for existing services and setting charges for any new services that may be introduced in the future.

2. Local Authority powers to trade commercially – the statutory background

- 2.1 The Local Government Act 2000 gave local authorities a wide power to act for the economic, social and environmental well-being of their areas. The general power to charge for discretionary services was included in the Local Government Act 2003. The Council is permitted under the general power of competence to charge individuals for discretionary services. No additional legal structure is needed for this but, the Council is only permitted to recover its costs of delivering the relevant service – it cannot make profits.
- 2.2 If the Council intends to carry out commercial activities with individuals and private organisations then section 4 of the Localism Act 2011 and section 95 of the Local Government Act 2003 require those commercial activities to be carried out through a company. Such activities must relate to the Council's discretionary functions only. A business case must be prepared and approved by the Council before the activities are carried out. The cost of support provided to the company by the Council must be recovered from the company.
- 2.3 The Council may trade with public bodies listed under the Local Authorities (Goods and Services) Act 1970 and its subsequent statutory instruments. It may also make its staff available to work for certain type of public body under section 113 Local Government Act 1972. The Council may make

a profit on its activities under these Acts. No additional legal structures are required to trade under these powers although these activities do need to be identifiable in the Council's accounts.

2.4 The decision on whether to make a charge (and its level) is not always within the control of the Council and so it is critical that officers considering implementing or revising charges are aware of the statutory context in which they are delivering services

2.5 Services that we charge for are split into two areas:

- a) **Chargeable Statutory Services** - These are statutory services that we must provide but are able to charge for – either the methodology in determining charges or the charges themselves are prescribed. These charges can still contribute to the financial position of the council.
- b) **Discretionary Services** - Discretionary services are generally that an authority can provide but is not obliged to provide. Local authorities can make their own decisions on setting charges for discretionary services.

2.4 It is recognised that in some circumstances (such as Building Control) the approach to the use of surplus income may also be influenced by central government guidance.

3. How we will determine charges

3.1 Charges will not be limited to a level that covers the costs of providing that service, but rather levels will be set based on market conditions with reference to the Council's policy objectives, the statutory constraints surrounding the ability for all Local Authorities to make profits and the alternative models for delivery available (as outlined in section 2 above).

3.2 The implications of charging decisions taken must be fully understood. Members (or officers who have charge setting powers delegated) must have the appropriate information they need to make informed choices.

3.3 Charges may be set differentially, so that different people are charged different amounts. Authorities are not required to charge for discretionary services and may provide them for free if they decide.

3.4 Assessing the impact of charging decisions to customers is a fundamental aspect of the decision making process. Where it is appropriate to do so (for example, when a charge is payable by an individual), an Equality Impact Assessment (EIA) for a charge introduction or variation must be completed to demonstrate the impact to customers and this must be presented alongside the financial information to decision makers. Where the customer is a corporate or public sector body an EIA may not be necessary, but work to evidence the impact of proposed charges to these customers should be fully considered and presented to decision makers.

3.5 In some circumstances it may be appropriate to consider offering a subsidy to all users or certain key groups where it is consistent with achieving the Council's Corporate Priorities. Please see section 7 of this policy for further considerations around subsidising charges.

- 3.6 Charges should be set at levels that, as far as possible, do not preclude members of the public from using or benefiting from a service. Consideration should be given to the ability of individuals, including those of limited means, to meet the charges and benefit from the service available.
- 3.7 Adoption of these principles will be undertaken on both new and current charges. Where there is a disparity between the current charging position and the desired charging strategy (see Table 1), steps should be taken as part of the annual review of charges.
- 3.8 Effective charging decisions require a solid market knowledge, benchmarking of costs against other public sector bodies and sometimes the private sector, and also an understanding of the impact such charges have on the use and in some circumstances, the delivery of a service.
- 3.9 There are situations where the Council may decide not to raise income when it is empowered to do so or not to recover the full cost of providing a particular service. Members or Officers must be supplied with the information to allow them to make these decisions in a structured manner in line with the charging strategies contained within this policy. A decision to forego income or to subsidise a service is a policy decision having regard to resources and is significant as any decision made in the budget setting process.
- 3.10 Discretion around the recovery of organisational overheads will be allowed to ensure that charges are not disproportionate with the actual level of corporate or directorate support likely to be consumed in delivering a chargeable service.
- 3.11 It is recognised that it will not be appropriate to recover the full costs in all circumstances and the actual amount of charge proposed could mean that a subsidised charging strategy is adopted as a result of:
- Any relevant Council strategies or policies and any subsidy or concessions given;
 - Market conditions and prices charged by competitors and/or other local authorities;
 - The need to avoid any potential distortion of the market which might otherwise occur from pricing services below the levels charged by private sector concerns for similar services;
 - The desirability of increasing usage of a given service; and/or
 - The possibility of increasing savings for the Council
 - The need to be competitive and not recover organisational overheads.
- 3.12 Consideration should be given in all cases as to whether VAT is applicable and appropriate advice from the Council's insurer's with regards to additional insurances required should be obtained. Advice on both of these matters can be provided by the Finance Team.
- 3.13 Income that is derived from charging for services must be used to offset the cost of providing the service. Any surplus must be paid to the General Fund/Housing Revenue Account, as applicable, but must be considered in reviewing charges.

- 3.14 Under the Full Cost Recovery methodology, where a surplus has been generated, the estimated cost of providing the services for the next year must be assessed to ensure that a surplus is not generated over the five year period of the Medium Term Financial Plan.
- 3.15 In summary, there are four fundamental principles to the Council's Corporate Charging Policy:
1. **Council fees and charges are consistent** - Services should raise income wherever there is a power or duty to do so and are best placed to determine the charge level based on the impact to customers and the fulfilment of corporate priorities;
 2. **There is a defined Charging Strategy** – For any area that charges for services, the strategy for determining the level of fees or charges should be set out. For the Council to maximise its income position, charges should be set in order to generate a surplus for reinvestment in Council services, assuming it is possible to balance this position with the impact to customers and it is lawful to do so within the appropriate trading structure. If this is not possible or when it is not appropriate for profits to be generated it is proposed that charges are set to sustain a full cost recovery position. Subsidising of charges should be considered where the customer impact means it is necessary or where service take-up meets a council objective and is in line with the council's public sector ethos. Any departures from the policy (once approved by Members) must be justified in a transparent manner with reference to the relevant charging strategy and how the charge promotes financial sustainability, manages the impact on customers and/or meets the Council's priorities;

Charging Strategy	Objective	
Statutory	Charges are determine in line with legal requirements	
Free	The council chooses to make the service available at no charge to meet a service objective	
Subsidised	Social-Community Value	The council wishes users of the service to make a contribution to the costs of providing the service in order to meet a service objective.
	Subsidised in general	The council wishes all users of the service to make a contribution to the costs of providing the service, in order to meet a service objective, but recognises that the service users will not be able to contribute in full.
	Business Development	The council wishes users of the service to make a contribution to the costs of providing the service in order to: <ul style="list-style-type: none"> - allow competition with other providers/secure market share whilst the service is established; or - as part of a wider business strategy that sustains a better financial position with a product/service sold at a loss.
Full Cost Recovery	The council aims to recover the costs of providing the service from those who use it	
Profit Generating	The council aims to recover the cost of providing the discretionary service and make a surplus where it is able to do so	

- 3. The Impact to Customers is considered** - The impact to customers in determining charges must be fully considered and an Equality Impact Assessment (EIA) (or other impact assessment for corporate or public sector bodies as necessary) must be completed; and
- 4. Charges are reviewed on a cyclical basis** - Charges should be reviewed annually with members to ensure effective scrutiny and accountability of charging strategies and decisions.

4. Annual review of existing charges

- 4.1 Establishing the 'right' price for a service should not be simply a case of adding an inflationary increase to last year's charge - charges should be reviewed annually as part of budget setting for the following year, to take effect from the following April and with reference to the trading position of services. All the factors set out above should be taken into consideration in order that officers may make informed choices on the level of charge to be set.
- 4.2 The Council must calculate how much it needs to spend to provide services and how much income it can expect from charges and the amounts from specific government grants it will receive. This policy does not prescribe the format in which officers will review charges and this is a matter for the Finance team and services in applying this policy.
- 4.3 Officers reviewing charges must consider the impact to customers and complete an Equality Impact Assessment (EIA) (or other impact assessment for corporate or public sector bodies as necessary), as outlined above.
- 4.4 Budget holders must communicate the effective percentage change of proposed revised charges to Finance to be included in the proposed budget for approval. The proposed changes to charges will be submitted to the Policy, Finance and Development Committee, ahead of the approval of the budget in the following February. Where necessary, the key considerations of the customer impact via an EIA will be conveyed within the budget reports for member consideration.
- 4.5 The review will not preclude the continuous monitoring of budgets having regard to take-up of the service, market forces and achieving target income levels.
- 4.6 It is considered to be good practice that, where possible, a minimum of one month's notice should be given to customers before any new or revised charges are implemented.

5. Varying charges in year

- 5.1 Where there is a strong case for any of the following, service areas should discuss with their Head of Service and finance. If variations are in line the approved charging strategy, the Strategic Directors and Chief Executive are able to determine the level of charges. The Policy, Finance and Development Committee is required to approve Heads of Service proposals in respect of fees and charges where these are not in accordance with the approved strategy.

- Varying charges in-year
 - Proposals for short term promotions / sales in-year and/or the introduction of a concession or an amendment to an existing concession
- 5.2 Proposals must consider the impact to customers and complete an Equality Impact Assessment (or other impact assessment for corporate or public sector bodies as necessary),. This assessment must be presented alongside financial and other relevant information.
- 5.3 It is considered to be good practice that, where possible, a minimum of one month's notice should be given to customers before any new or revised charges are implemented.
- 5.4 Appropriate records must be retained in line with section 8 of this policy.

6. Introducing new charges

- 5.5 Where there is a case for introducing a new charge for an existing or new service, service areas should discuss with their Head of Service. If the introduction of a new charge is in line with an approved charging strategy, the Strategic Directors and Chief Executive are able to determine the level of charges. The Policy, Finance and Development Committee is required to approve Heads of Service proposals in respect of fees and charges where these are not in accordance with the approved strategy.
- 6.1 Before a new charge is introduced the financial and legal context for charging must be determined. A careful calculation of the costs of provision, utilising financial monitoring information for the service area, and appropriate level of charge alongside anticipated demand must be undertaken. Financial and Legal advice must be sought and the legal authority for levying the charge must be established.
- 6.2 As above, the Council must calculate how much it needs to spend to provide services and how much income it can expect from charges and the amounts from specific government grants it will receive. This policy does not prescribe the format in which officers will prepare an estimate of charges.
- 6.3 As above, proposals must carefully consider the impact to customers and an Equality Impact Assessment must be completed to demonstrate this (or other impact assessment for corporate or public sector bodies as necessary). This assessment must be presented alongside financial and other relevant information to officers or members as appropriate as part of the decision making process so that the impact to customers is fully considered.

7. Administration

- 7.1 The principles for administering charges are:
- The financial data used to set charges should be maintained by the service area on an ongoing basis and charges should be set with reference to this for the relevant service area to evidence the current/proposed charging strategy;
 - Charges should be simple to understand and administer;
 - Charges should be well promoted so that customers can clearly understand the charging structure and methods of payment before they become liable to be paid;

- Where possible methods of payment should be flexible, convenient and take into account the needs of disadvantaged groups in the community (the easier it is to pay, the more likely it is that payment will be made);
- Wherever possible and practicable, payment should be made prior to the service being received or at the point of delivery; and
- The Council's preferred payment method is Direct Debit, BACS or direct payment through the Council's website followed by PayPoint and telephone payments.
- In some circumstances it may be appropriate to consider offering a subsidy to all users or certain key groups where it is consistent with achieving the Council's corporate priorities. Recognising this, it is Council policy that when charges are reviewed, concessions where appropriate should be considered for certain groups of customer. In some circumstances concessions may not be appropriate and it will be necessary to consider the impact on income levels before introducing the concession.



Full Council	Tuesday, 27 September 2022	Matter for Information and Decision
---------------------	---------------------------------------	--

Report Title: **Budget Setting Approach (2023/24)**

Report Author(s): **Tracy Bingham (Strategic Director / Section 151 Officer)**

Purpose of Report:	To consult Members on the approach for setting the 2023/24 budget.
Report Summary:	The report seeks to determine, in light of the current financial outlook, the Council's mandate for setting the Council's budget for 2023/24.
Recommendation(s):	That Members provide feedback accordingly.
Senior Leadership, Head of Service, Manager, Officer and Other Contact(s):	<p>Tracy Bingham (Strategic Director / Section 151 Officer) (0116) 257 2690 tracy.bingham@oadby-wigston.gov.uk</p> <p>Rashpal Sohal (Finance Team Manager) (0116) 2572 705 rashpal.sohal@oadby-wigston.gov.uk</p> <p>Jon Wells (Senior Strategic Development Manager) (0116) 257 2692 jon.wells@oadby-wigston.gov.uk</p>
Corporate Objectives:	Providing Excellent Services (CO3)
Vision and Values:	<p>Accountability (V1)</p> <p>Respect (V2)</p> <p>Teamwork (V3)</p> <p>Innovation (V4)</p> <p>Customer Focus (V5)</p>
Report Implications:-	
Legal:	There are no implications directly arising from this report.
Financial:	There are no implications directly arising from this report.
Corporate Risk Management:	Decreasing Financial Resources / Increasing Financial Pressures (CR1)
Equalities and Equalities Assessment (EA):	There are no implications directly arising from this report. EA not applicable.
Human Rights:	There are no implications arising from this report.
Health and Safety:	There are no implications arising from this report.
Statutory Officers' Comments:-	
Head of Paid Service:	The report is satisfactory.

Chief Finance Officer:	As the author, the report is satisfactory.
Monitoring Officer:	The report is satisfactory.
Consultees:	None.
Background Papers:	<u>Report entitled 'Budget Setting Approach 2023/24' to Policy, Finance and Development Committee, 26 September 2022</u>
Appendices:	None.

1. Background

- 1.1. This report was scheduled for review by the Policy, Finance and Development Committee (PFDC) on 13 September, ahead of Council consideration. However, as a result of the changes to the Schedule of Meetings following the death of Her Late Majesty Queen Elizabeth II, the Committee are not due to consider the report until 26 September 2022. Therefore, any comments or amendments approved by the Committee will be shared by way of verbal update or additional paper as necessary at the meeting of Council on 27 September 2022.
- 1.2. The Local Government Act 1992 requires the councils that are billing authorities complete and approve their budgets and set a council tax before 11 March immediately prior to the start of the financial year on 1 April.
- 1.3. Given the in-year inflationary linked budget pressures identified through Quarter 1 budget monitoring and the projected and the future year recurring budget gaps in the draft Medium Term Financial Strategy (MTFS), the Council, like many others, faces a difficult financial outlook. The draft MTFS includes a Sustainability Plan, which sets out how the Council intends to make savings on its General Fund. This Sustainability Plan will be tested and refined throughout the budget setting timetable.
- 1.4. Officers have now started to review the detailed income and expenditure budgets by service for the forthcoming 2023/24 financial year across all of its operations – the General Fund and Housing Revenue Account (HRA) revenue accounts and the General Fund and HRA Capital Programmes. Given the context relative to the Council's financial outlook on the General Fund, the Strategic Director and Section 151 Officer has set out some early budget setting principles for services to work with (see below). Whilst the HRA continues to have a stable outlook, inflationary pressures will still impact – in particular the effect of any imposed cap on social housing rent increases may impact the council's HRA operating surplus and ability to invest in its stock.
- 1.5. The purpose of this report is to consult members on any further features or principles they would like to set as part of determining next year's budget, in addition to any provided by PFDC as outlined in 1.1 above.

2. Approach and Key Principles

- 2.1. Overall, the budget will be set using an "incremental budgeting" approach. This means the budget book will be taken forward into the new year, adjusted for changes presented to members and subsequently approved.
- 2.2. The three principles set out to Managers in preparing their budgets for next year are:

1. Savings should be delivered

Overall, services should look to make changes in their services that elicit savings. The intention here is to not make service cuts, but instead consider how, if they had to, would savings be made and within reason are these achievable whilst maintaining an acceptable (and member-approved) level of service.

2. Revenue growth should be self-funding

This means that any cost-pressures (such as inflation pressures on supplies, services and contracts), additional staff or reductions in income due to lower demand or reduced fees, should, insofar as is possible, be "self-funding". This means services should try as far as is reasonably practical to off-set increases in financial resources by making savings in other areas.

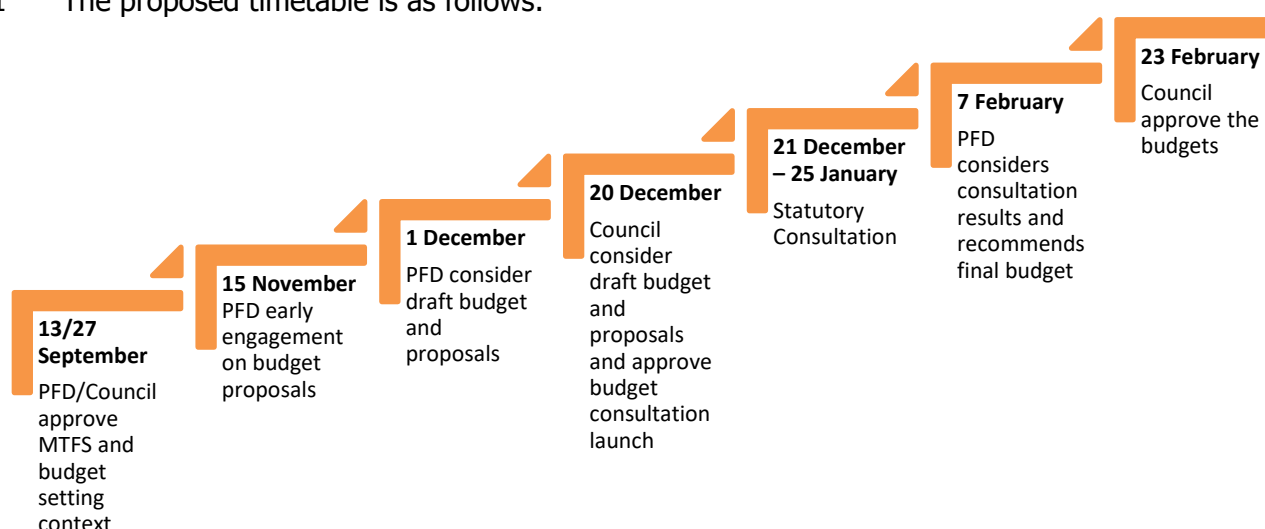
3. Capital growth should have a revenue payback OR be essential for the maintenance of service delivery

Ideally, if we are creating or enhancing an asset, it should be because it will better the council's financial position through reducing spend or generating income, or it must be because we need to do this to maintain services.

- 2.3. To ensure effective financial scrutiny, early member engagement on the budget will be undertaken, starting with this context setting report. An additional meeting is proposed to be held with the Policy, Finance and Development Committee (PFD) on 15 November to share the early proposals and seek feedback on these and any other budget changes members would like to see.
- 2.4. A draft budget position will then be prepared and presented to PFD at its 1 December meeting. The Committee will then recommend the draft budget to Council for approval to consult. Following the Council meeting on 20 December, it is intended that the statutory consultation will run for circa 6 weeks and will be extended to include wider public consultation via the website also.

3. Timetable

- 3.1 The proposed timetable is as follows:



4. Summary

- 4.1 Feedback is sought on the overall approach and main features of the budget setting timetable, including but not limited to the member engagement timetable, the key principles and the proposed public consultation.



Full Council	Tuesday, 27 September 2022	Matter for Information and Decision
---------------------	---------------------------------------	--

Report Title: **Draft Land and Buildings Disposal Policy (September 2022)**

Report Author(s): **David Gill (Head of Law and Democracy / Monitoring Officer)**

Purpose of Report:	For Members to approve the Draft Land and Buildings Disposal Policy.
Report Summary:	The report introduces to Members a draft policy for consideration which will rationalise the Council's approach to land disposal via sale of the freehold or the grant of a long lease.
Recommendation(s):	That the draft Land and Buildings Disposal Policy (set out at Appendix 1 be approved).
Senior Leadership, Head of Service, Manager, Officer and Other Contact(s):	<p>Philippa Fisher (Strategic Director) (0116) 257 2677 phillipa.fisher@oadby-wigston.gov.uk</p> <p>David Gill (Head of Law & Democracy / Monitoring Officer) (0116) 257 2626 david.gill@oadby-wigston.gov.uk</p> <p>Stuart Marbrook (Assistant Corporate Assets Manager) (0116) 257 2852 stuart.marbrook@oadby-wigston.gov.uk</p>
Corporate Objectives:	<p>Providing Excellent Services (CO3)</p> <p>Building, Protecting and Empowering Communities (CO1)</p> <p>Growing the Borough Economically (CO2)</p>
Vision and Values:	<p>"A Stronger Borough Together" (Vision)</p> <p>Accountability (V1)</p> <p>Innovation (V4)</p>
Report Implications:-	
Legal:	The implications are as set out at section 2 of the draft policy.
Financial:	There are no implications directly arising from this report.
Corporate Risk Management:	<p>Decreasing Financial Resources / Increasing Financial Pressures (CR1)</p> <p>Reputation Damage (CR4)</p> <p>Effective Utilisation of Assets / Buildings (CR5)</p> <p>Regulatory Governance (CR6)</p> <p>Organisational / Transformational Change (CR8)</p>
Equalities and Equalities Assessment (EA):	There are no implications directly arising from this report. EA not applicable
Human Rights:	There are no implications arising from this report.
Health and Safety:	There are no implications directly arising from this report.

Statutory Officers' Comments:-	
Head of Paid Service:	Click to select comment.
Chief Finance Officer:	Click to select comment.
Monitoring Officer:	As the author, the report is satisfactory.
Consultees:	None.
Background Papers:	None.
Appendices:	1. Draft Land and Buildings Disposal Policy (September 2022)

1. Information

- 1.1 On 28 June 2022, Members of the Policy Finance and Development Committee considered an exempt report relating to the potential leasing of a number of council owned facilities to various Community or Voluntary Sector organisations.
- 1.2 In respect of 1 of the recommendations before them on that occasion, Members requested that they be provided with further information before they could make a decision and the item was deferred until a future meeting.
- 1.3 Following that meeting, the Monitoring Officer decided that it would be an opportune moment to introduce a formal Land and Buildings Disposal Policy that would better inform both Members and officers of the legal and practical steps involved in the disposal of Council land or buildings. A copy of that draft Policy is attached at **Appendix 1**.
- 1.4 The legal framework for the disposal of such assets is contained in Section 2 of the draft Policy and Members attention is also drawn specifically to Section 9 of the draft policy that addresses the legal position in respect of disposing of property via sale of the freehold or via a long lease at less than best consideration.
- 1.5 Sections 9.9 and 9.10 of the draft Policy sets out the circumstances in which the council would be prepared to consider a lease at less than best consideration subject to the Voluntary or Community Sector organisation satisfactorily meeting the criteria set out in the Social Enterprise and Charities Checklist at Appendix F.

Oadby and Wigston Borough Council

Land and Buildings Disposal Policy

Date: September 2022



Contents

1.0	Introduction	3
2.0	Legal Framework.....	3
3.0	What is a disposal?.....	3
4.0	Reasons for the Council holding property	3
5.0	Identification of surplus and under-used property.....	4
6.0	Asset Challenge Review.....	4
7.0	Direct approaches to acquire property interests from the Council.....	4
8.0	Property Disposal Responsibilities.....	5
9.0	Disposing of a property asset for less than best consideration.....	8
10.0	EU State Aid Regulations.....	9
11.0	Open Spaces	9
12.0	Events on Council owned land	10
13.0	Property disposal procedure	10
	Appendix A – Sec.123 Local Government Act 1972	13
	Appendix B – General Disposal consent (England) 2003.....	14
	Appendix C – Former owners – Crichel Down Rules	22
	Appendix D – Disposal Methods	23
	Appendix E – Dealing with Late or Revised Bids.....	26
	Appendix F – Social Enterprise & Charities Checklist.....	27
	Appendix G – Questions and Answers – Purchasing Council property & acquiring other interests in Council owned land	



Land & Buildings Disposal Policy

1.0 Introduction

- 1.1 Unlike private property owners, local authorities are subject to constraints when they come to dispose of land or buildings in their ownership. Some of these constraints are enshrined in law; others arise because of a general expectation that local authorities should be seen to act fairly when disposing of land and ensure the best outcome for their residents.
- 1.2 Changing requirements and regular review of property assets will at times lead to them being deemed surplus. In addition, there may be circumstances in which a disposal is considered the best way to achieve one or more objectives of the Council. The purpose of this policy is to provide a framework for the disposal of such property assets.
- 1.3 In order to comply with legislation and best practice it is essential that the procedures adopted for land disposal are directed to obtaining the best terms reasonably available:
 - a) Allowing all interested parties an equal opportunity to lease or purchase, and;
 - b) Avoiding partiality or bias

2.0 Legal Framework

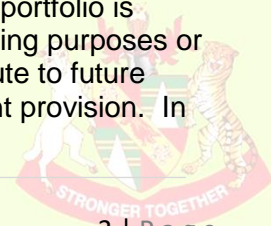
- 2.1 The Council may dispose of surplus land and property having regard to the provisions in section 123 of the Local Government Act 1972 (**Appendix A**) and the General Disposal Consent 2003 (**Appendix B**). This legislation ensures that property is disposed of at the best price obtainable subject to certain exceptions.

3.0 What is a disposal?

- 3.1 For the purposes of this policy, a disposal of property is considered to be a disposal if it consists of
 - a) A freehold transfer; or
 - b) The grant of an interest in Council owned land and/or buildings (i.e. a licence or a lease)

4.0 Reasons for the Council holding property

- 4.1 Delivery of public services and property assets are intrinsically linked: The reasons for the Council holding property are:-
 - a) For the purpose of direct service delivery (such as parks and gardens)
 - b) To support service delivery (for example administrative offices and depots)
 - c) To support the Council's wider policy objectives. This part of the portfolio is varied: Many assets have been made available for social or sporting purposes or are retained for a range of reasons such as a potential to contribute to future regeneration schemes or provide workspace for local employment provision. In



addition, the portfolio provides a valuable revenue income which in turn helps to support the Council in delivering important services to its residents.

- 4.2 The strategic property aim is to ensure that OWBC land and building assets are efficiently managed, maintained, redeveloped, acquired and disposed of in a consistent, strategic manner that supports corporate objectives and service delivery.

5.0 **Identification of surplus and under used property**

- 5.1 Property will be identified as surplus if it does not fulfil any of the reasons or objectives for the council holding property assets as set out above.
- 5.2 It is the responsibility of each service, through its annual Service Business planning, to identify any property or part thereof, that is under used or surplus to their individual service delivery requirements. Following the identification of surplus property, or part thereof, it should be referred to the Corporate Assets Team to consider any other potential uses for the property, including operational use by an alternative service.
- 5.3 Where a surplus asset is not deemed as having an alternative potential use, a recommendation to the Senior Leadership Team will be made to establish the property as surplus for disposal.
- 5.3 As well as identification by a service area, surplus land and property may be identified by the following methods:
- Asset Challenge Review
 - Following a direct approach from an interested party These methods are explored further below.

6.0 **Asset Challenge Review**

- 6.1 The Council owns a wide range of assets within its property portfolio. These are a valuable resource and one which should be managed in an efficient and effective way in line with the Council's strategic property aim. If the resource is not managed well, there is potential for wasting revenue on operating and maintaining assets that are either ineffective or inefficient. Equally there is a capital value locked into assets which if the asset is no longer required, could be realised, and capital liabilities that could be avoided.
- 6.2 Where assets are still required, then the wrong asset in the wrong location can make a difference to the efficiency of services delivered and impact negatively on customer access to those services. If property assets are not well maintained, this affects the customer experience and can impact negatively on the Council's reputation in the community.
- 6.3 The Council should undertake a regular asset challenge process which enables the Council to understand what assets they own, what these cost, what benefit is derived from them and whether there are opportunities that can be exploited from the asset base.

7.0 **Direct approaches to acquire property interests from the Council**

- 7.1 The Council regularly receives enquiries from third parties wishing to acquire an interest in Council owned property. This can range from running an event on or in a Council asset, to acquiring a leasehold or freehold interest.

7.2 There are application processes in place for these enquiries. Application forms are available online or can be obtained from the Corporate Assets Team . There is a draft 'Frequently asked Questions and Answers' page for our website at **Appendix G** which provides further details in relation to the process. Events are managed by the Communications Team. As part of the Council's digitalisation programme, it is anticipated that online applications will be the method of submission in the future.

7.3 Some types of applications carry a small administration fee and a schedule is set out below:-

Purchase of freehold or lease	£150
Temporary use of council land up to 28 days	£75
Easement over land	£50
Events application	
Small event (up to 499 attendees)	£45
Medium event (500-999 attendees)	£75
Large event (1000-4999 attendees)	£100
Major event (5000+)Details on request	

7.4 The fees are a contribution towards the cost of administering the applications and are non-refundable unless the enquiry leads to the open marketing of the property.

7.5 Utility companies have legal rights to acquire wayleaves or easements over land and are processed on a case by case basis.

8.0 **Property Disposal Responsibilities**

8.1 All proposed freehold and leasehold property disposals are managed by the Corporate Assets Team.

8.2 The Corporate Assets Team will advise on the appropriate method of disposal (**Appendix D**) and follow the relevant property disposal procedures. These procedures are all based on the assumption that the Corporate Assets Team ensure that market value/ the best price achievable (whether by way of freehold or leasehold) is attained.

8.3 The table below outlines the financial thresholds for decisions relating to the disposal of land and buildings as detailed in the Council's Constitution

Capital Receipt Value	
Where the value of the transaction exceeds £30,000	Policy Finance and Development Committee
Annual Rent	
Where throughout the term the annual rental will exceed £20,000	Policy Finance and Development Committee

Where the values fall below the above thresholds then the decision making power is delegated to the Strategic Director (subject to provision of a monthly list of such acquisitions and disposals to the Chair of the Policy, Finance and Development Committee).

8.5 Minor Disposals

8.5.1 A minor disposal generally arises when an application is received from adjacent or neighbouring owner(s) to purchase the freehold or leasehold interest (in excess of seven years) of a small or inconsequential area of land in the Council's ownership where the land

- a. Is surplus to requirements;
- b. Has no development value;
- c. No open market opportunity; and
- d. A market value of less than £10,000.

8.5.2 It is permissible in these cases to open 'confined' negotiations with the adjacent or neighbouring owner to achieve the most advantageous financial result or for reasons of good estate management; e.g. if the land is 'landlocked' or is difficult or expensive to maintain. These owners are considered 'special purchasers'. A special purchaser is a particular buyer for whom a particular asset has special value because of advantages arising from its ownership that would not be available to other buyers in a market.

8.5.3 There may also be circumstances where it is in the Council's interest to initiate a minor disposal. However, departure from open marketing should only be considered in the circumstances as outlined in this section and on the advice of the Corporate Assets Team.

8.6 Major Disposals

8.6.1 A major disposal is any disposal not covered by the minor disposal definition above. The Corporate Assets team will advise on the appropriate method of disposal.

8.7 Member Involvement

8.7.1 Members should not be involved in negotiations on land and property transactions with third parties. Member involvement in the discussion of initial scheme proposals (e.g. the assessment of schemes at expression of interest or formal tender stage) will occasionally be necessary but this should only be in the format of proper meeting and presentations organised in consultation with the relevant Committee Chair. Where a third party attempts to involve a Member in negotiations, the Member shall refer the same to the Monitoring Officer or to such other officer as the Monitoring Officer may direct, and have no further part in the transactions concerned.

9.0 Disposing of a property assets for less than best consideration

9.1 The Council may dispose of surplus land and property having regard to the provisions in section 123 of the Local Government Act 1972 (**Appendix A**) and the General Disposal Consent 2003 (**Appendix B**). This legislation ensures that property is disposed of (otherwise than by way of a short tenancy,) at the best price obtainable. As a first principal, an asset identified as being surplus for disposal will be marketed openly.

- 9.2 The Council may sell an interest in property at less than best price where it is considered that the purpose of the disposal will achieve the promotion or improvement of the economic, social or environmental well-being for the area and/or local residents.
- 9.3 Valuation advice should be reported to set out the unrestricted (best price obtainable) and restricted values, together with the value of conditions. This will ensure that the monetary value to the authority of any voluntary conditions can be taken account. Control over the sale of land and property at an under value is important because of the possible impact on the capital programme if capital receipts are lower than they would otherwise be if the land was sold at best consideration.
- 9.4 The undervalue must be £2,000,000 or less, and the land must not be held for planning purposes, otherwise the Secretary of State's specific consent is needed. However, even where the Secretary of State consents to a disposal at less than the best consideration that can reasonably be obtained, the disposal must still comply with Subsidy Control rules.
- 9.5 While this exception may be made, it is the Council's policy that all disposals achieve best consideration (market value). Only in very exceptional circumstances will the Council consider the use of its powers under the General Disposal Consent 2003. In all cases where disposal is proposed on terms at a less than best consideration basis, then delegation to Officers shall not apply and approval will be sought from members of the Policy Finance and Development Committee or Council as appropriate. This is to ensure that the legal requirement to ensure that the Council is satisfied that the "wellbeing test" is met and that the amount of "under value" is tested by the Council's valuers.
- 9.6 Any freehold disposal made below market value is subject to the Council having a first call on the property should the asset become surplus to the transferee/purchaser's requirements and a decision taken to dispose of the premises. This is based on the Council paying no more than the original transfer amount.
- 9.7 Should the Council wish to waive its right to buy back the asset, a clawback overage provision will protect the Council's original interest should the site be sold on the open market and permission granted for a higher value use. Such provision will be made for a 25 year period and a 50% share in the increase in the value of the land from the transfer price to the value with the benefit of planning permission. The trigger dates will be the date of the sale of the land with the benefit of planning permission.
- 9.8 The most likely circumstances in which the Council will consider a sale or lease at less than best value are:-
- i. Where the disposal will meet the strategic aspirations of the Council. For example, will enable the Council to acquire housing allocations.
 - ii. Where the freehold interest of an asset is to be transferred or a long lease granted to a social enterprise i.e. a business which has social, charitable or community based objectives that help people or communities and where there is a clearly demonstrable community gain or benefit.



- 9.9 A social enterprise may be a Voluntary or Community Sector organisation such as a registered charity, a community interest company or a charitable incorporated organisation, a not for profit company or a co-operative who must meet the criteria set out in the Social Enterprise and Charities Checklist at (**Appendix F**).
- 9.9 Community gain or benefit will be measured using a combination of measures which may include some but not all of the following factors:
- i. A reduction in revenue expenditure by the Council by way of granting a full repairing lease.
 - ii. Income to the Council arising from profit share agreements where the asset to be disposed of operates all or part of it on a commercial basis e.g. a Community Centre/pavilion that has scope to be hired for private events such as weddings and parties etc.
 - iii. The continued provision of a service which the Council would otherwise cease to offer which remains accessible to all
 - iv. The ability of the Social Enterprise or Charity to access funding which is not available to the council for the continued provision of services or the provision of new services.
 - v. The further development of a service to increase size, accessibility, interest and scope. Clear parameters would need to be agreed in any property changes.

Subsidy Control Rules

- 10.0 When a local authority disposes of land at less than best consideration, it provides a subsidy to the purchaser. The nature and amount of subsidy must comply with the rules in relation to Subsidy Control, particularly if there is no element of competition in the sale process. Failure to comply with the state aid rules will mean that the subsidy is unlawful, and may result in the benefit being recovered (with interest) from the facility.
- 10.1 Subsidy Control definitions are as set out in the UK-EU Trade and Co-operation Act defines as a subsidy as *financial assistance which;*
- 3.4.1 arises from the resources of the Parties including:*
- (a) a direct or contingent transfer of funds such as direct grants, loans or other loan guarantees;*
 - (b) the forgoing of revenue that is otherwise due; or*
 - (c) the provision of goods or services, or the purchase of goods or services;*
- 3.4.2 confers an economic advantage on one or more economic operators;*
- 3.4.3 is specific insofar as it benefits, as a matter of law or fact, certain economic actors over others in relation to the production of certain goods or services; and*



3.4.4 has or could have, an effect on trade or investment between the Parties.

3.5 An economic actor is an entity or group of entities constituting a single economic entity, regardless of its legal status that is engaged in economic activity by offering goods or services on a market.

10.1 In order to avoid triggering the subsidy control rules when disposing of publicly owned property, it is necessary to ensure that the purchaser pays a market price.

11.0 **Open Space**

11.1 The Council will not normally dispose of any core recreational open spaces by way of freehold interests.

11.2 The Council will consult its relevant services, such as Planning Policy and Corporate Assets and the Community and Wellbeing Team to ensure that disposal of an open space asset would not prevent or put at risk other plans or strategies.

11.3 The Council will consider applications for the disposal of 'incidental open space' and areas of landscaping or parts of these – particularly where it will improve the management of the land benefiting the wider public, will reduce unacceptable and significant impacts on a neighbouring property resulting from the misuse of the open space and/or clears up anomalies of past land sales, acquisitions and transfers.

11.4 The legal requirements of the Council to advertise proposed disposal of public open space and consider objections must all be complied with. Open Space is defined as any land "laid out as a public garden, or used for the purposes of public recreation, or land which is a disused burial ground". The Council is obliged to give notice of the intention to dispose by placing a public notice in the local newspaper for two consecutive weeks. Any objections must be considered. Applicants will be requested to meet the costs of advertising the proposed transfer. All potential purchasers will have to meet the costs of advertising the proposed sale.

11.5 The Council will not agree disposals where it judges that the personal safety for users of the remainder of nearby open space will be detrimentally affected e.g. where a narrow alleyway is created. Neither will the Council contemplate sales which lead to the wholesale loss of, or detract from the visual quality of the surrounding area. It may apply covenants on sales to retain the open nature of landscaped areas and/or to require the provision of certain standards of new boundary fencing, walling or delineation.

11.6 Consideration of any detrimental impact of such disposals on neighbouring properties not financially involved in nor benefiting from the sale will also be given and this may be grounds for the Council refusing an application to acquire an interest in the asset.

12.0 **Events on Council Owned Land**

12.1 Events can play an important part in Oadby and Wigston's cultural offer making a major contribution to community cohesion and well-being, as well as making a positive contribution to the economic well-being of the area.

12.2 The hire of Council land for events is managed, and licences issued by, the Corporate Assets Team.



- 12.3 Temporary Event Notices or Premises license may also require serving for certain events to permit licensable activities such as regulated entertainment or the sale of alcohol. These applications are processed and served by the Licensing Team.

13.0 **Property Disposal Procedure**

- 13.1 Once a property is deemed surplus for disposal by the Senior Leadership Team, the Corporate Assets Team will determine the appropriate method of disposal. While there are minor variations relating to the differing types of disposal method, the following principles generally apply to all freehold sales of property:-

Pre-Marketing

1. Internal consultation – To give internal departments a further opportunity to provide any comment or express an interest in use of the asset within a time limit of 21 days. This will ensure that the disposal will not prevent or put at risk other plans or strategies. The consultation includes circulation to relevant ward members.
2. Legal consultation – To report fully on the Council's title and any rights or obligations which might affect it. Where it is intended to include covenants or conditions, legal advice should be obtained prior to negotiations.
3. Former Owner – Consider if there is an obligation under the Crichel Down Rules to offer the land back to a former owner. A summary of these rules and procedures is at **Appendix C**.
4. Where development potential has been identified, pre-application advice will be sought from the Development Control Team to establish clarity around potential uses, density of development etc
5. Where the property has been registered as an asset of community value under the Localism Act 2011 Right to Bid legislation, the Council's Planning Policy Team must be advised by way of a completed Section 95 Notice. Following receipt of this notice there will be a statutory interim moratorium period and possibly a full moratorium period, during which the property will not be disposed of.
6. Consideration of method of disposal – See **Appendix D** which considers the options available. **Appendix E** provides guidance aimed at minimising or addressing the difficulties presented by late or revised bids.

Preparation for marketing (Based on in-house marketing)

1. Pre-marketing inspection by the Corporate Assets Team if property includes a building. Condition survey and energy performance certificate to be obtained. Health and safety related works will be considered.
2. Marketing inspection by Corporate Assets Team. To include inspection for valuation report and to acquire information for marketing literature.
3. VAT position established (Finance).



4. Marketing literature prepared. Sales/letting details and press release.
5. For sale or to let board erected where relevant.
6. At the discretion of the Corporate Assets Manager, external agents may be appointed to undertake the marketing on the Council's behalf where deemed appropriate.

Marketing

1. Marketing literature, as a minimum, forwarded to:-

- Relevant ward members
- Council website page
- Enquiries Log relevant potential buyers/tenants

This list is not exhaustive, and the Corporate Assets Team will determine other appropriate recipients on a case by case basis to ensure as broad exposure as possible.

2. Press release sent to local newspapers. Message to be posted on Twitter and Facebook. Adverts placed in relevant media e.g. Local newspaper
3. Negotiation of terms (except where disposed by auction or formal tender)
4. Where bids are assessed by way of an informal or formal tender process, officers undertaking assessment of those bids sign Declaration of Interest Canvassing Confidentiality form.
5. Relevant anti-money laundering checks undertaken
6. Where the purchaser is a social enterprise or charity, Social Enterprise and Charities checks undertaken as detailed in **Appendix F**.
7. Heads of terms for a purchase agreed (subject to contract) and signed by potential purchaser.
8. Relevant authority acquired to proceed.
9. Decision to be reported retrospectively to the next meeting of the Policy Finance and Development Committee.
10. Website/ Marketing Boards updated – 'under offer'
11. Legal Team instructed by Corporate Assets Team to prepare relevant legal documentation.

Sale complete

1. Post completion tasks undertaken. These include:-



- ☐ Website updated – marketing literature removed
- ☐ Business Rates advised
- ☐ Insurance officer advised
- ☐ Asset register and GISMO software updated
- ☐ Issue of press release (where relevant)

12.6 Based on the Disposal Policy framework, officers work within procedure guidelines which include those specifically adapted for the types of disposal set out below. Where these are not in place at the time of adoption of the Policy, they will be established within 12 months.

- ☐ Disposal marketed
- ☐ Disposal not marketed
- ☐ Lease marketed
- ☐ Lease not marketed
- ☐ Easements
- ☐ Wayleave requests
- ☐ Temporary Licence
- ☐ Concession marketed
- ☐ Concession not marketed
- ☐ Events



Appendix A

s.123 Local Government Act 1972 (as amended)¹

- (1) Subject to the following provisions of this section, a principal council may dispose of land held by them in any manner they wish.
- (2) Except with the consent of the Secretary of State, a council shall not dispose of land under this section, otherwise than by way of a short tenancy, for a consideration less than the best that can reasonably be obtained.
 - (2A) A principal council may not dispose under subsection (1) above of any land consisting or forming part of an open space unless before disposing of the land they cause notice of their intention to do so, specifying the land in question, to be advertised in two consecutive weeks in a newspaper circulating in the area in which the land is situated, and consider any objections to the proposed disposal which may be made to them.
 - (2B) Where by virtue of subsection (2A) above a council dispose of land which is held—
 - (a) for the purpose of section 164 of the Public Health Act 1875 (pleasure grounds); or
 - (b) in accordance with section 10 of the Open Spaces Act 1906 (duty of local authority to maintain open spaces and burial grounds),

the land shall by virtue of the disposal be freed from any trust arising solely by virtue of its being land held in trust for enjoyment by the public in accordance with the said section 164 or, as the case may be, the said section 10.
- (3)—(6) (Repealed)
- (7) For the purposes of this section a disposal of land is a disposal by way of a short tenancy if it consists—
 - (a) of the grant of a term not exceeding seven years, or
 - (b) of the assignment of a term which at the date of the assignment has not more than seven years to run, and in this section “public trust land” has the meaning assigned to it by section 122(6) above.

¹ <http://www.legislation.gov.uk/ukpga/1972/70/section/123>

Appendix B

The Local government Act 1972: General Disposal Consent (England) 2003²

The First Secretary of State ("the Secretary of State"), in exercise of the powers conferred by sections 123(2), 127(2) and 128(1) of the Local Government Act 1972, hereby gives consent to a disposal of land² otherwise than by way of a short tenancy³ by a local authority in England in the circumstances specified in paragraph 2 below.

The specified circumstances are:

The local authority considers that the purpose for which the land is to be disposed is likely to contribute to the achievement of any one of more of the following objects in respect of the whole or any part of its area, or of all or any persons resident or present in its area;

The promotion or improvement of economic well-being;

The promotion or improvement of social well-being;

The promotion or improvement of environmental well-being; and

The difference between the unrestricted value of the land to be disposed of and the consideration for the disposal does not exceed £2,000,000 (two million pounds).

Interpretation and savings

In this instrument –

“local authority” means:

- i. London borough council
- ii. A county council
- iii. A district council
- iv) a parish council and parish trustees acting with the consent of a parish meeting;
- v) a National Park authority;
- vi) a Metropolitan Borough Council
- vii) a joint authority established under Part IV of the Local Government Act 1985;
- viii) a police authority established under section 3 of the Police Act 1996;
- ix) the Metropolitan Police Authority;
- x) the London Fire and Emergency Planning Authority;
- xi) the Broads Authority;
- xii) the Council of the Isles of Scilly;

and any other person to whom, by virtue of statute, section 123(2) or section 127(2) of the Local Government Act 1972 applies;

² https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/7690/462483.pdf



"unrestricted value" means the best price reasonably obtainable for the property on terms that are intended to maximise the consideration, assessed in accordance with the procedures set out in the Technical Appendix.

(2) Nothing in this instrument shall be construed as giving consent to a disposal for any purpose for which the consent of the Secretary of State is required by virtue of section 25(1) of the Local Government Act 1988, section 133(1) of the Housing Act 1988, section 32(2) or section 43(1) of the Housing Act 1985, or otherwise as having effect as a consent for any purposes other than those of Part 7 of the Local Government Act 1972.

Citation and revocation

4. (1) This instrument may be cited as the Local Government Act 1972 General Disposal Consent (England) 2003 and shall come into effect on 4 August 2003.

(2) The Local Government Act 1972 General Disposal Consents 1998 are hereby revoked insofar as they apply to England.

Signed by authority of the First Secretary of State

Lisette Simcock

30 July 2003 Divisional Manager

Plans, International, Compensation and Assessment Division

Technical Appendix

Valuations For The Purpose Of Determining Whether Proposed Land Disposals Under The Terms Of The Local Government Act 1972 Fall Within The Provisions Of The General Disposal Consent 2003

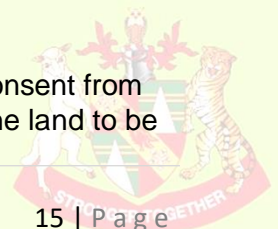
The Valuation Report

1. An application to the Secretary of State for a specific consent to dispose of land under the terms of Part 7 of the Local Government Act 1972 for less than the best consideration reasonably obtainable must be supported by a report prepared and signed by a qualified valuer (a member of the RICS), providing the following information.

Valuations

2. The report should set out the unrestricted and restricted values together with the value of conditions. Where any of these is nil this should be expressly stated. The valuer should also describe the assumptions made. These might include, for example, existing or alternative uses that might be permitted by the local planning authority, the level of demand and the terms of the transaction. The effect on value of the existence of a purchaser with a special interest (a special purchaser) should be described.

3. The Consent removes the requirement for authorities to seek specific consent from the Secretary of State where the difference between the unrestricted value of the land to be



disposed of and the consideration accepted is £2,000,000 or less. The purpose of requiring the restricted value and the value of conditions to be reported as well as the unrestricted value is to ensure that the monetary value to the authority of any voluntary conditions can be taken into account when applications for specific consent are considered by the Secretary of State.

4. The valuer should take into account the requirements of the RICS Appraisal and Valuation Standards (Fifth Edition), ("the Red Book"), including UK Guidance Note 54. All values should be assessed in capital, not rental, terms; and where a lease is to be granted, or is assumed by the valuer to be granted, the valuer should express the value of the consideration as a capital sum.

Unrestricted value

5. The unrestricted value is the best price reasonably obtainable for the property and should be expressed in capital terms. It is the market value of the land as currently defined by the RICS Red Book (Practice Statement 3.2)⁵, except that it should take into account any additional amount which is or might reasonably be expected to be available from a purchaser with a special interest (a "special purchaser"). When assessing unrestricted value, the valuer must ignore the reduction in value caused by any voluntary condition imposed by the authority. In other words, unrestricted value is the amount that would be paid for the property if the voluntary condition were not imposed (or it is the value of the property subject to a lease without the restriction).

6. In general terms, unrestricted value is intended to be the amount which would be received for the disposal of the property where the principal aim was to maximise the value of the receipt. Apart from the inclusion of bids from a purchaser with a special interest it is defined in the same way as market value. For example, the valuer should take account of whatever uses might be permitted by the local planning authority insofar as these would be reflected by the market rather than having regard only to the use or uses intended by the parties to the proposed disposal.

7. The valuer should assume that the freehold disposal is made, or the lease is granted, on terms that are intended to maximise the consideration. For example, where unrestricted value is based on the hypothetical grant of a lease at a rack rent, or a ground rent with or without a premium, the valuer should assume that the lease would contain those covenants that a prudent landlord would normally include. The valuer should also assume that the lease would not include any unusual or onerous covenants that would reduce the consideration, unless these had to be included as a matter of law.

8. In the case of a proposed disposal of a leasehold interest, or where the valuer has assumed that a lease would be granted, the unrestricted value should be assessed by valuing the authority's interest after the lease has been granted plus any premium payable for its grant. This will usually be the value of the authority's interest subject to the proposed or assumed lease. In other words, it will be the value of the right to receive the rent and other payments under the lease plus the value of the reversion when the lease expires.

9. Where an authority has invited tenders and is comparing bids, the unrestricted value is normally the highest bid. But where, on the advice of the authority's professionally qualified valuer, the authority considers that the highest submitted tender is unrealistically high, or is too low, the unrestricted value may be assessed by the valuer.



Restricted value

- 10.** The restricted value is the market value of the property having regard to the terms of the proposed transaction. It is defined in the same way as unrestricted value except that it should take into account the effect on value of any voluntary condition(s).
- 11.** Where the authority has invited tenders and is comparing bids, the restricted value is normally the amount offered by the authority's preferred transferee. In other cases it is normally the proposed purchase price.
- 12.** In cases where the proposed consideration is more or less than the restricted value both figures need to be given.

Voluntary conditions

- 13.** A voluntary condition is any term or condition of the proposed transaction which the authority chooses to impose. It does not include any term or condition which the authority is obliged to impose, (for example, as a matter of statute), or which runs with the land. Nor does it include any term or condition relating to a matter which is a discretionary rather than a statutory duty of the authority.
- 14.** The value of voluntary conditions is the total of the capital values of voluntary conditions imposed by the authority as terms of the disposal or under agreements linked to the disposal that produce a direct or indirect benefit to the authority which can be assessed in monetary terms. It is not the reduction in value (if any) caused by the imposition of voluntary conditions and any adverse effect these may have on value should not be included in this figure.
- 15.** The proposed disposal, or an agreement linked with it, may give rise to non-property benefits to the authority. For example, these might include operational savings or income generated as a result of the transaction where the authority has an associated statutory duty. The monetary value of these benefits to the authority should be included in the value of voluntary conditions.
- 16.** Where the status in law of a voluntary condition is unclear, the authority may need to seek legal advice as to whether the condition is such that its value to the authority can form part, or all, of the consideration. Conversely, there may be cases where, in law, the condition can form part, or all, of the consideration but it has no quantifiable value to the authority.
- 17.** Where the valuer is not qualified to assess the value of any benefits (for example, of share options) the report should make clear the extent to which the valuer accepts liability for the figures. Where the valuer does not accept full responsibility the report should make it clear by whom the remainder of the figures have been assessed, and copies of any valuations or advice received from accountants or other professional advisers should be annexed.
- 18.** All the values given should be in capital, not rental, terms; and the values of individual conditions as well as the total should be provided. Where there are no conditions, or their value is nil, this should be stated.



Valuation of Options

19. A discount may occur in connection with the consideration for either the grant of an option or the exercise of an option, or both. Where the consideration is less than the best price that can reasonably be obtained, (or where the valuer considers that if the option were to be exercised its terms would require the authority to accept less than the best consideration that can reasonably be obtained), the valuations described in paragraphs 20 and 21 below must be provided in support of an application for disposal consent.

Payment for the grant of an option

20. In explaining the basis for calculating the consideration for the grant of an option, the valuer's report needs to include the following information, based on the most likely date for the exercise of the option:

- a)** the unrestricted value of the option to be granted;
- b)** the proposed cash consideration for the option to be granted (which may be nominal or nil); and
- c)** the value to the authority of any terms or conditions which, in the valuer's opinion, form part of the consideration for the option to be granted.

The grant of an option will then be at an undervalue where the unrestricted value at (a) exceeds the proposed cash consideration at (b) plus the value of any conditions at (c) (ie: where $a > (b+c)$).

Consideration for the exercise of an option

21. In explaining the basis for calculating the consideration for the interest to be disposed of under an option, the valuer's report should include the following information, based on the most likely date for the exercise of the option:

- a)** the unrestricted value of the interest to be disposed of under the option, disregarding the effect of the option;
- b)** the proposed cash consideration for the interest to be disposed of under the option (which may have been specified in the terms and conditions for the granting of the option); and
- c)** the value to the authority of any terms or conditions which, in the valuer's opinion, form part of the consideration for the interest to be disposed of under the option.

The disposal of an interest pursuant to an option will then be at an undervalue where the unrestricted value of the interest at (a) exceeds the proposed cash consideration at (b) plus the value of any conditions at (c) (ie: where $a > (b+c)$).

Development Land

22. In cases where there is no detailed scheme, the valuer should make reasonable assumptions about the form of the development.



Negative Development Value

23. Where the value of the completed scheme is less than the development cost, (for example, where there is low demand or high costs associated with land reclamation or decontamination), the valuer should assess the unrestricted value by making reasonable assumptions about such matters as alternative uses that might be permitted by the local planning authority and the level of demand. Where the proposed scheme is the most profitable but still produces a negative development value the unrestricted value will be nil and therefore a disposal at nil consideration will not be at an undervalue. But where land with a negative development value has a positive value for some other use the disposal would be at an undervalue.

General Effect Of Grants On Values

24. The valuer should consider whether the value of the site is in any way affected by the prospect of grant and take this into account in the valuation. If the valuation is based on assumptions that disregard the effect of grant then this should be stated in the valuation report. When assessing a value for a use other than that for which a grant has been approved, the valuer should consider the likelihood of any such use achieving planning consent.

1 For the purposes of the 1972 and 1990 Acts 'open space' is defined in section 336(1) of the latter Act.

2 By section 270, land includes any interest in land, and any easement or right in, to or over land.

3 By sections 123(7) and 127(5), a short tenancy is a tenancy, which is granted for seven years or less, or the need consent, see sections 123(2) and 127(2) of the 1972 Act.
assignment of a term, which has not more than seven years to run. Disposals by way of a short tenancy do not

4 RICS Appraisal and Valuation Standards (Fifth Edition), UK Guidance Note 5: 'Local authority disposals at an undervalue' published 1 May 2003

5 [see above]



Appendix C

Former owners' rights (Crichel Down rules)

The Crichel down rules require the Council to offer land or property that has become surplus to its requirements back to the original owner under certain circumstances.

The rules apply to land or property that was originally acquired compulsorily or under threat of compulsion.

The rules do not apply to:

- Land that was up for sale at the time of the acquisition
- Agricultural land acquired prior to 1 January 1935
- Agricultural land acquired on and after 30 October 1992 which becomes surplus and available for disposal more than 25 years after acquisition
- Non-agricultural land and property acquired more than 25 years before disposal
- Land and property whose character has changed during the period of ownership, e.g. by development or extensive alteration (the cost of reinstatement will be a factor in determining this issue)
- Disposals comprising a development site of two or more former land holdings or part of a site that has been changed and where a sale in parts would not achieve best value
- Disposals that are effectively de minimis
- Various circumstances, with specific ministerial approval, where the land is still required for some other public sector purpose

The Corporate Assets Manager, in consultation with the legal department shall determine whether the Crichel Down rules apply.

If the Crichel Down rules do apply, the Council shall:

- Establish the identity and location of the former owner or successor
- Assess the terms of the offer and method of fixing the price
- Give the former owner two months to agree the basic terms and a further six weeks to agree the price (with such extensions as appropriate) - if agreement is not reached within the timescale, the land or property may be sold on the open market

Special consideration will apply where best value can only be determined by extensive planning work or exposure to the marketplace.



Appendix D

Disposal Methods

There are four principal methods of disposal available and are outlined within this appendix.

1. **Private Treaty** – After a reasonable period of exposure to the market, negotiations are carried out between the seller and prospective buyers (or their respective agents) privately and in comparative secrecy, normally without any limit on the time within which they must be completed before contracts are exchanged. In the event that two or more interested buyers are identified the Council may consider moving on to the Informal Tender method (see method 4 below).

Advantages:

- allows a flexible approach;
- time pressures are seldom imposed on either the seller or buyer; and
- it is widely understood and accepted by the general public.

Disadvantage:

- the proceedings cannot always overcome suspicions of unfair dealings, and it is therefore a method to be used with caution.
- there is no firm contract at the point of offer and acceptance.

2. **Formal Tender** – Requires a great deal of preparations, as the tender document forms the contract for sale. A full appraisal of the transaction needs to be carried out, including a valuation which may be used to provide a guide price in order to have a baseline against which to assess the tenders when they are returned.

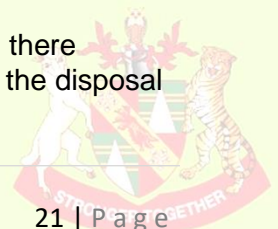
Advantages:

- The disposal can be concluded quickly where it is unconditional;
- The Council does not need to accept any tender if the offer is not satisfactory;
□ The tender procedure should guarantee complete fairness; and
- As bids are not public, tenderers should put forward their best offer.

Disadvantages:

- Potential purchasers are often put off by the procedure whereby they commit themselves contractually upon making any financial offer:
- There is little for discussion about the scheme itself, and this method is too robust and inflexible to take account of any conditional offers eg to be made subject to planning.

In view of the inflexibility and disadvantages of the formal tender procedure there should, in normal circumstances, be a presumption against this method for the disposal of property.



In the event of a disposal by formal tender Financial Instructions should be followed.

3. **Auction** - Public auctions are best suited to disposals where it is reasonable to expect keen interest from prospective purchasers, where it is difficult to establish a clear idea of value, and where there is an ambition to bring a clear end date to on-going ownership

Sale by auction requires preparation of all contractual details beforehand in order that a binding contract may be effected immediately a bid is accepted.

Advantages:

- Certainty: contracts are exchanged on the fall of the hammer;
- Open process of competitive bidding may lead to a price in excess of that by private treaty;
- Regional/national marketing by the auction house.

Disadvantages:

- the seller has no control over who buys;
- funds to meet the sale price must be available within a specified period, and this may put off purchasers who need to raise finance;
- potential purchasers have to consider the transaction during the marketing period, with no opportunity to discuss alternative ways to structure the deal;
- the winning bid need only be marginally more than the second highest bid, and need not represent the maximum the purchaser would have been willing to pay;

4. **Informal Tender** – Informal tendering is a process whereby offers are invited, usually in the form of expressions of interest, with or without a firm closing date.

Advantages:

- the most advantageous terms for the Council can be formulated even in very complex cases;
- the Council does not need to accept any tender if the offer is not satisfactory;
- as bids are not public, tenderers should put forward their best offer. (Though not necessarily going to achieve best price because in an auction situation people are sometimes prepared to bid more than they had envisaged, particularly when they see others prepared to bid at that level)
- most useful as a tool for resolving competing interests following private treaty marketing.
- Is useful where the Council is seeking other benefits to a disposal in addition to the price or rent level proposed eg seeking a community benefit or specific type of use for the asset

Disadvantages:

- lacks the certainty of the Formal Tender procedure,



- can be frustrating since post-tender negotiations can be protracted and may not be successful; and
- the requirement to negotiate raises some of the disadvantages of a sale by private treaty.



Appendix E

Dealing with late or revised bids

A difficult situation arises when the Council receives a higher offer after another offer has been accepted “subject to contract”. Such difficulties are less likely to occur if exchange of contract takes place quickly after the decision has been made to whom to sell the property. When accepting an offer the Council’s position should be made clear, in writing, that in the event of any higher offer being received before a contract is exchanged it may be obliged to consider it.

There are very good reasons for laying down strict rules of compliance with the procedures, particularly time-scales. This is to ensure that all interested parties are treated equally and that the Council operates in an efficient and cost effective manner by reducing uncertainty and delay. Above all, the principle that parties should not benefit from the tactic of an intentional late bid is paramount. Nevertheless, there may be, at times, genuine late bids and where the proposed disposal involves a substantial capital receipt the Council must be able to make decisions that avoid foregoing significant increases in sums achievable.

Whilst it may be appropriate to maintain a policy of disregarding any late bids in a tender exercise, the Council may find itself missing the opportunity to secure best consideration where a late bid substantially exceeds bids received on time. Indeed, case law suggests that Councils can be found to fall short of achieving best consideration if rival bids are not investigated.

Where a higher offer is received after one has been accepted, the applicant should be advised that an earlier offer has been accepted, subject to contract. Unless there is a particular reason why the higher offer should be accepted, e.g. an ability to proceed immediately when the original bidder was not able to do so, then the first applicant (whose offer has been accepted) should, at least, be given the opportunity of matching the higher offer.

Dealing with Revised Bids

The Council may be faced with the successful bidder from an informal auction seeking to substitute a lower bid. This process might also be repeated as the successful bidder in effect explores to find the level of the next bid below his or her own believing that the Council will be prepared to accept any offer above that next bid. The general obligation to obtain the best price which can reasonably be obtained for the land may mean that these bids have to be considered.



Appendix F

Social Enterprise and Charities Checklist

Where the Council is disposing of property to a social enterprise or charity, it has a duty of care to both its residents and to the organisation to ensure, in so far as it can, that the organisation has the capacity and skill sets required to care for the asset.

The proposed purchaser or tenant should therefore be assessed against the following criteria:-

- a. A Voluntary and Community Sector organisation must be a legal entity which:
 - is non-governmental - not part of the statutory sector;
 - is non-profit distributing - it must reinvest any surpluses to further its social aims/ community benefits;
 - has community benefit objectives
- b. Be appropriately constituted, for example, a registered charity, a community interest company or a charitable incorporated organisation, a not for profit company or a co-operative. The applicant's constitution should allow for the management/ownership of buildings and/or provision of services
- c. Demonstrate good governance by operating through open and accountable cooperative processes, with adequate monitoring, evaluation and financial management systems
- d. Demonstrate management experience and/or expertise
- e. Demonstrate that the organisation is sustainable with the provision of the organisation's most recent set of accounts where available
- f. Demonstrate a track record of delivering services, or in the case of a new organisation a track record of key individuals and a robust business case
- g. The organisation has a clear purpose and understanding of the activities it wishes to deliver
- h. Can demonstrate it has the skills and capacity within, or available to, its managing body to effectively maintain and manage the asset. (Where significant works are to be undertaken to a property, the details and CV of the overseeing project manager/ clerk of works should be provided).
- i. Where property is to be leased - Provide a management proposal that includes a specific plan on health and safety issues and compliance with legislation/statutory requirements arising from ownership or management of the building and/or running a service.



Appendix G

Questions and Answers: Purchasing Council property & acquiring other interests in Council owned land

This document contains common questions and answers about purchasing Council property and provides information on other interests, such as applications for:

1. Leasing Council owned land;
2. Obtaining wayleaves over Council owned land;
3. Obtaining easements over Council owned land;
4. Operating concessions on Council owned land;
5. Obtaining licences to occupy Council owned land;
6. Varying or extinguishing covenants on land formerly owned by the Council;
7. Obtaining access agreements over Council owned land;
8. Siting builders compounds on Council owned land; and
9. Temporary use of Council owned land

What do I do if I want to purchase Council owned property or wish to apply to the Council regarding other Council owned land and property matters?

Submit an application form. Forms are available from the Council's website (details at the end of this document). Once completed, the application form should be returned to Corporate Assets Team, together with the non-refundable administration fee.

What fee do I submit with my application?

Fee 1 (£150) will be payable in respect of all applications other than those below.

Or

If your application is for **temporary consent to use Council land for less than 28 days**, please submit your application with **Fee 2 (£75.00) and the appropriate license fee**. Examples of temporary uses include erection of scaffolding, placement of skips and access for works.

Or



Fee 3 (£50) Application for an easement or renewal of an existing concession .

Or

Fee 4 For hire of land to run an event

Small event (up to 499 attendees)	£45
Medium event (500-999 attendees)	£75
Large event (1000-4999 attendees)	£100
Major event (5000+)	Details on request

Please note: that the Council reserves the right to refuse any application.

All fees are non-refundable unless the enquiry leads to the open marketing of the property.

How do I find out if the Council owns a piece of land?

Check with the Land Registry.

Planning Enquiries

If your request to purchase land also involves changing the use of that land (for example, from open space to private garden), then it's recommended that you seek advice from the Council's Planning Service before you submit your application by emailing https://www.oadby-wigston.gov.uk/pages/planning_control

What if I can't provide a plan showing the area I want?

If you are unable to provide a plan or sketch plan, the Council can provide an Ordnance Survey map, subject to a fee charge.

What will happen once I have sent in my application?

Your application will be passed to Corporate Assets Team and who will consult with the relevant Council departments.

Decision Making

The process for deciding whether to accept your application is governed by the Council's constitution and depends on the nature and value of the transaction. The following is a summary of the most frequently encountered decision making processes following relevant consultation:



Capital Receipt Value	
Where the value of the transaction exceeds £30,000	Policy Finance and Development Committee
Annual Rent	
Where throughout the term the annual rental will exceed £20,000	Policy Finance and Development Committee

Where the values fall below the above thresholds then the decision making power is delegated to the Strategic Director

You will then be advised in writing of the decision.

This part of the process will take approximately 12 weeks, but can take longer.

If the decision is one that must be made by the Policy Finance and Development Committee it may take up to a further 6 weeks.

Please note that information regarding your application may be made available to this public meeting unless it contains sensitive information that is considered exempt (as defined in Part 1 of Schedule 12A to the Local Government Act, 1972).

Who/What is a Ward Member?

Each Ward in the Borough of Oadby and Wigston has up to 3 elected Councillors who are Ward Members. To find out who your ward member is, please visit our website page <https://moderngov.oadby-wigston.gov.uk/mgFindMember.aspx>

What happens once a decision is made?

If the decision is to refuse your application, you will be advised in writing.

If the decision is to approve your application, the Corporate Assets Team will then make contact with you to agree terms and conditions. Officers may also make a site visit in the course of the negotiations.

Additional information may be required from you such as insurance documents or relevant licences if you are applying for (or renewing) a concession.

Once all the terms and conditions have been agreed with you, the Council's Legal Services team will be instructed, by the Corporate Assets Team, to prepare the legal documents.

At this stage you may want to contact your own solicitor.



If my application is refused, can I appeal?

There is no appeals procedure. However, if you feel that you have additional information, or justification to support your application that has not already been considered, or if you amend your application in some way, the Council may be able to process your application again, based on the new information.

Please note that you may be charged a further administration fee if your revised application involves repeating the consultation process.

Do I have to use a solicitor?

It's not a legal requirement but is advisable to ensure protection of your own interests. The Council's Legal Services team cannot advise or assist you as they are employed to protect the Council's interests in the transaction.

What do solicitors do?

You should talk to your solicitor directly about the services he/she offers, but generally it will involve consideration of the draft contract and undertaking a local land charges search (and other searches).

In the sale of a property, once the contract terms are agreed, the contract can be signed and formally exchanged. At the point of exchange of contracts you are likely to have to pay a deposit to the Council through your solicitor; usually this is 10% of the sale price.

The signed contract will include a completion date. This is the date when the land/property becomes yours, subject to the Council receiving payment of the completion monies.

For other transactions, such as leases and concessions, a start date for the contract will be agreed and the legal document executed by each party.

What else happens between exchange of contracts and the completion stage of the sale of property?

Your solicitor will prepare the Transfer. This is the document that will enable you to be recorded as the new legal owner of the property at HM Land Registry. The Transfer will be sent to the Council's Legal Services team who will arrange for it to be sealed on behalf of the Council, in readiness for completion. On the day of completion, on receipt of the completion monies, the Transfer will be dated and then forwarded to your solicitor. The Corporate Assets Team will liaise with you on the release of any keys.

If I want to have an update with regard to my purchase of the property interest, who should I ask?



Once the Council's Legal Services team has been instructed, you should contact your own solicitor regarding progress, or the Estates Team.

All this seems very complicated and to take a long time. Is there a quicker system for approval of applications?

Unfortunately not. The Council has legal obligations in the sale of land/property and other land transactions.

When will I need to insure the land/property?

Your solicitor will advise you. If you are acquiring the freehold of a property, it should be from the date of exchange of contracts, as the Council's insurance policy will not cover it from that time.

For other property transaction types, you will need to refer to the specific terms of your legal agreement.

Do I need to do anything after completion?

Completion on a freehold purchase marks the end of the process so far as the Council is concerned but there are still some matters for you and your solicitor to deal with before the property can be properly regarded as being yours, including submission of a Stamp Duty Land Transaction Return to HM Revenue & Customs, payment of Stamp Duty Land Tax (if appropriate) and registration of the Transfer at the Land Registry.

For other property transactions, you will need to refer to the specific terms of your legal agreement.

Important points that you should be aware of:

- 1) **Public open space:** If you wish to purchase or lease land which is held as open space, the Local Government Act 1972 requires the Council to publicise its disposal in a local newspaper for two consecutive weeks and to consider any objections received. You will have to pay for the cost of the public notice and will be given a quotation for the cost at the time. You will be requested to pay these costs before the Council will request publication of these notices. If the Council receive any objections to the disposal, these will have to be considered before a decision is made as to whether or not the Council will proceed with the disposal.
- 2) **Open market sale:** The Council is, with certain exceptions, obliged by law under the Local Government Act 1972, to sell land for the best price reasonably obtainable. This means that in some cases if, following consultation, it is considered that the land you have asked to purchase could be of interest to other parties or could be sold for development land, the Council must advertise it for sale on the open market. In such a case you will be sent sales details once prepared and will be able to make an offer for the land along with any other interested party. Please note that in such cases, your administration fee **will** be refundable.



- 3) **Administration fee:** Before the Council can start work on your application, you will need to pay the appropriate non-refundable administration fee. It is payable to offset some of the costs involved in processing your application, but it does not cover the full cost. Payment of the fee **will not** guarantee that your application is approved and it is entirely separate to the valuation of the land.

This fee is reviewed each year and effective from 1 April. There are no exemptions.

- 4) **Planning consent:** Planning consent may be needed for change of use or development of the land, or for other matters such as fencing and boundary treatment. You are responsible for checking if planning consent is required and you should make your own enquiries about this aspect of your proposals with the Planning Service.

It is your responsibility to ensure that you obtain any required consents. Should you submit a planning application to include Council owned land, you must serve the appropriate statutory notice to the Council's Corporate Assets Team. Please note that the Council's role as a land owner is completely separate from that of Planning Authority. Therefore, although you may be granted planning consent, this does not guarantee that your application to the Council, as landowner, will be approved.

- 5) **Variation to restrictive covenants:** You may need to seek consent from the Council, as former landowner, to a variation of a restrictive covenant affecting your title to land. This consent should be sought well in advance of any plans you may have to (re)develop etc. your land.

- 6) **Other Fees:** Once a sale has been agreed, you will be required to pay the Council's surveyors fees and the Council's legal fees, before the Council's Legal Services team prepare any documentation. For guidance please refer to the fee list attached to this document.



Fee Charges from September 22 – 31 March 2023

Non-refundable administration fees (to consider an application)

Item Fee	(Excluding VAT)	Total (Including VAT)
Fee 1 (All applications except those attracting Fee 2 or Fee 3.	£125.00	£150.00
Fee 2 (Temporary consent - Plus license fee as below)	£62.50	£75.00
License Fee up to 12 sq m 1 week	£ 41.67	£50.00
License Fee up to 24 sq m 1 week	£ 83.33	£100.00
License Fee up to 36 sq m 1 week	£ 125.00	£150.00
License fees for larger areas will be charged based on 12 sq m increments at £50.00		
Fee 3 (Easement or Renewal of an existing concession)	£41.67	£50.00
Fee 4 (Event Hire)		
Small event (up to 499 attendees)	£37.50	£45.00
Medium event (500-999 attendees)	£62.50	£75.00
Large event (1000-4999 attendees)	£83.33	£100
Major event (5000+)		Details on request



- **Other non-refundable fees payable** (if application is approved, but before legal documentation is prepared)

Surveyor's fees	From £200.00 plus VAT
------------------------	-----------------------

Legal fees	£100.00 per hour and disbursements
-------------------	------------------------------------

Surveyors and solicitors fees are based on the nature of the transaction, land value, rent/license fee payable and/or on the complexity of the transaction. In most instances, they will not apply to those transactions requiring a temporary license only. Disbursements will include obtaining title information from the Land Registry.

- **Cost of statutory publication of proposed disposals of open space** (Please refer to the earlier sections of this document for clarification as to when this will apply).

Publication costs	£500.00*
--------------------------	----------

**This is an approximate guide. This fee is set by the newspaper and is beyond the Council's control. A quote will be provided. Payment must be received before the notices can be published and will be non-refundable.*

Fee charges for event hire are not included in this document.



Agenda Item 14



Full Council	Tuesday, 27 September 2022	Matter for Information and Decision
---------------------	---------------------------------------	--

Report Title:

**UK Shared Prosperity Fund Local
Partnership Group Formation**

Report Author(s):

Jeffery Kenyon (Economic Regeneration Manager)

Purpose of Report:	To agree the formation, co-ordination and membership of the UK Shared Prosperity Fund Local Partnership Group. This group, stipulated by the funds, will bring together local stakeholders to help shape the investments proposed through the funds until the current funds cease in March 2025.
Report Summary:	This report provides an update to Members since the last Full Council report which considered the Draft Investment Plan for the UK Shared Prosperity Fund. This has been submitted and in order to deliver the activities, once agreed by Government, a Local Partnership Group needs to be established of local stakeholders. The report outlines how this can be achieved and the relevant reporting and decision making processes.
Recommendation(s):	<p>A. That Full Council agree the proposed membership of the Local Partnership Group for the UKSPF as set out in 3.6 and 3.7.</p> <p>B. That Full Council agree that changes proposed by the LPG to the Investment Plan, subject to being compliant with the fund, be approved by the Leader of the Council in consultation with the Strategic Director/S151 Officer as set out in 4.3.</p>
Senior Leadership, Head of Service, Manager, Officer and Other Contact(s):	<p>Tracy Bingham (Strategic Director / Section 151 Officer) (0116) 257 2690 Tracy.Bingham@oadby-wigston.gov.uk</p> <p>Adrian Thorpe (Head of the Built Environment) (0116) 257 2645 Adrian.Thorpe@oadby-wigston.gov.uk</p> <p>Jeffery Kenyon (Economic Regeneration Manager) (0116) 257 2885 Jeffery.Kenyon@oadby-wigston.gov.uk</p>
Corporate Objectives:	<p>Building, Protecting and Empowering Communities (CO1)</p> <p>Growing the Borough Economically (CO2)</p> <p>Providing Excellent Services (CO3)</p>
Vision and Values:	<p>"A Stronger Borough Together" (Vision)</p> <p>Accountability (V1)</p> <p>Teamwork (V3)</p> <p>Customer Focus (V5)</p>

Report Implications:-	
Legal:	The implications in terms of governance arrangements are as set out at paragraphs 3 and 4 of this report.
Financial:	There are no implications directly arising from this report.
Corporate Risk Management:	Decreasing Financial Resources / Increasing Financial Pressures (CR1) Reputation Damage (CR4) Regulatory Governance (CR6) Economy / Regeneration (CR9) Increased Fraud (CR10)
Equalities and Equalities Assessment (EA):	There are no implications directly arising from this report. EA not applicable
Human Rights:	There are no implications directly arising from this report.
Health and Safety:	There are no implications arising from this report.
Statutory Officers' Comments:-	
Head of Paid Service:	The report is satisfactory.
Chief Finance Officer:	The report is satisfactory.
Monitoring Officer:	The report is satisfactory.
Consultees:	None.
Background Papers:	<ul style="list-style-type: none"> • Report entitled 'UK Shared Prosperity Fund Investment Plan' to Full Council on Tuesday 12 July 2022
Appendices:	None.

1. Background

- 1.1 The United Kingdom Shared Prosperity Fund (UKSPF) is the replacement for the former EU Structural Funds received when the UK was an EU member. The UKSPF therefore seeks to replace programmes such as the European Social Fund (ESF) and European Regional Development Fund (ERDF). It forms part of the Government's Levelling Up agenda and is integrated into the work of DLUHC (Department for Levelling Up, Housing and Communities) who will oversee the fund.
- 1.2 Following the report outlining the Draft Investment Plan to Full Council on Tuesday 12 July (for link please see 'Background Papers') the Council submitted its Draft Investment Plan by the 1 August 2022 deadline. Receipt has been acknowledged and it is believed that the Council will learn if the Investment Plan has been approved in late September 2022. If it has, the first tranche of funds, to be spent by 31 March 2023, will be released.
- 1.3 As part of the process to manage the funds going forward, the guidance outlines the need for a Local Partnership Group (LPG) to be established; the make-up and function of this LPG is the purpose of this report.

2. Draft Investment Plan

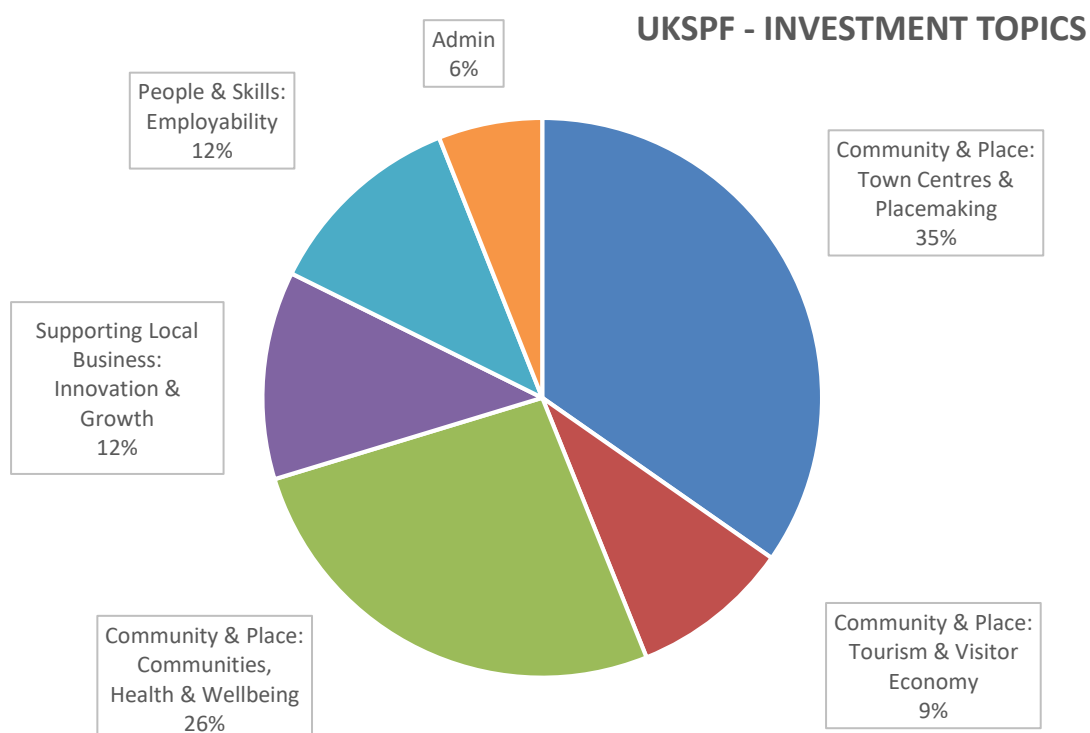
- 2.1 The Draft Investment Plan submitted outlines a range of activities across the three years of the fund. Year 1 will be from when the funding is received until 31 March 2023, with the following two years following the usual pattern. The spend targets are as follows:

	2022/23 (Note: starts in October)	2023/2024	2024/2025
Capital Spend	£20,000	£42,500	£370,000
Revenue Spend	£142,865	£283,231	£483,415
TOTAL	£162,865	£325,731	£853,415

- 2.2 The spend highlighted above meets the requirement of the fund. There is flexibility with the funding and the Investment Plan allows for projects to develop over time. However, ensuring spend in Year 1 is imperative as future funding could be withheld if funds are not spent.
- 2.3 The Draft Investment Plan is backed up by research and analysis of the opportunities and threats affecting the Borough. The Investment Plan activities should link back to these and show how the activity address the opportunity or threat. This is what makes the Investment Plan activities unique to OWBC.
- 2.4 The Draft Investment Plan identifies 29 activities over the three years:
- Town Centres and Placemaking: activities include the Business Improvement District development, shop front grants, town centre action plans, town centre improvements, digital work.
These activities are spread across the three years
 - Tourism and Visitor Economy: activities include events calendar, 'Discover the Borough' campaign, signage and interpretation, 'Taste the Place'.
Activities take place mainly in year 2 and 3.
 - Communities, Health and Wellbeing: Activities include blue prescribing, capital projects on heritage, wellness activities, sport activities and youth engagement.
Again these are mainly taking place in years 2 and 3.
 - Business Support, Innovation and Growth. This is focussed on business support and business start-up together with some grant funding.
This will take place mainly in years 2 and 3.
 - Finally, Employment and Skills work focussed on employability and work skills for people of a range of ages.
This is focussed on year 3 when current EU programmes come to a close.

(Continued overleaf)

- 2.5 In terms of these activities and the funding allocation to be received, the chart below shows the percentages of each element over the lifetime of the current funding round:



- 2.6 As can be seen, using the UKSPF three priorities, Community and Place spend represents 70% of the fund, with Supporting Local Business and People and Skills each at 12%.
- 2.7 The activities in year 1 are well developed as they need to deliver quickly. They include shop front grants and replacement of town centre screens (to deliver the capital spend required) and a number of small revenue projects to develop ideas for delivery in later years.
- 2.8 Work has been progressing on readying year 1 projects to start quickly once the funding is announced in order to hit the spend target. However, the projects in year 2 and 3 are looser, allowing for more precise shaping of them by the Local Partnership Group.

3. The Local Partnership Group composition

- 3.1 The guidance released by Government to assist Councils in preparing their Investment Plans outlines the need for lead local authorities (such as Oadby and Wigston Borough Council) to work '...with a diverse range of local and regional stakeholders, civil society organisations, employer bodies responsible for identifying local skills plans, and businesses or business representative groups to achieve Fund outcomes in their areas.' (5.1 of the guidance (<https://www.gov.uk/government/publications/uk-shared-prosperity-fund-prospectus/uk-shared-prosperity-fund-prospectus#how-the-fund-will-be-delivered>))
- 3.2 Furthermore, it states that the Partnership will be convened by the lead local authority and then outlines the sorts of organisation who could be asked to join, acknowledging that this will be for each area to decide. A guide list is provided in the guidance, reproduced below:
- *Representatives from the lead local authority (this may also include neighbouring authorities or constituent authorities where relevant and to maximise alignment)*
 - *Local businesses and investors (large employers and small and medium sized employers)*

- *Business support providers or representatives, including sectoral representatives relevant to the place (for example – cluster bodies, tourism organisations)*
- *Local partnership boards and strategic bodies where relevant (for example, Local Enterprise Partnerships or Local Skills Improvement Partnerships)*
- *Regional representatives of arms-length bodies of government where appropriate*
- *Prominent local community & faith organisations*
- *Voluntary, sector social enterprise and civil society organisations, including Third Sector*
- *Rural representatives unless there are no rural communities within the area*
- *Education and skills providers – for example higher education institutions and further education colleges, adult learning providers*
- *Employment experts and providers – for example Jobcentre Plus representatives and employment related service providers*
- *Nature, environmental or associated representatives*
- *Public health representatives*
- *Police and crime representatives (such as Police and Crime Commissioners where relevant)*
- *Members of Parliament where appropriate (through the LPG or ad hoc meetings)*

- 3.3 It should be noted that not all of the above groups need to be represented on the Oadby and Wigston LPG and care should be taken to make it representative but also to keep it manageable. Section 2 of this report outlines the broad activities to be delivered and the LPG and this could inform the make up of the LPG.
- 3.4 The Council does not have an existing group that could act as the LPG and therefore one needs to be set up to input into the Investment Plan activities with the closest group, given the activities, being the Place Shaping Working Group which oversees town centres, economic development and planning. Outlined in the chart in 2.5 above, this represents around 70% of the spend of the fund.
- 3.5 Following discussion with the Head of Law and Democracy, a Council Committee is unable to have representation from outside organisations, necessitating the creation of a new Local Partnership Group that then feeds in to the Council. This Group should be comprised of relevant partners and inform the Investment Plan activities by providing advice on strategic fit and deliverability. The Council is the lead organisation and will retain control of the funds and be responsible for them.
- 3.6 Various options of how the LPG could be set up have been considered, the main issue being balancing the need to provide meaningful input from members whilst keeping a membership small enough for the interactions to take place. The way proposed, outlined below, effectively creates two groups with one overseeing the 'Communities and Place' activities (covering town centres, visitor economy, tourism and economic development) and the second covering the 'People and Skills' and 'Local Business Support' activities (those around skills, development, advice etc.). This is akin to the previous EU way of splitting funds into ERDF and ESF. Each group would be overseen by the same Chair to help bridge the two groups. The proposal is thus:

3.6.1 The Place Shaping Working Group is asked to nominate a Chair for both LPG groups.

Communities and Place LPG Membership

3.6.2 The local MP (or a briefing offered if unable to attend)

3.6.3 Oadby, Wigston and South Wigston business representatives (one from each business

group

3.6.4 A Leicestershire County Councillor representative of the Borough

3.6.5 Visit Leicester

3.6.6 Member Chair of the Oadby, South Wigston and Wigston Residents' Forums

This would result in a Communities and Place LPG membership of 10.

People, Skills and Business LPG Membership

3.6.7 The local MP (or a briefing offered if unable to attend)

3.6.8 Member Children and Young Peoples' Forum

3.6.9 Voluntary Action Leicestershire

3.6.10 Leicestershire Cares

3.6.11 Voluntary Action South Leicestershire

3.6.12 DWP

3.6.13 A Leicestershire County Councillor representative of the Borough

3.6.14 Leicester and Leicestershire Local Enterprise Partnership

3.6.15 A representative each from East Midlands Chamber of Commerce, NBV and Federation of Small Business

3.6.16 Oadby and Wigston Primary Care Network

3.6.17 South West Leicestershire College

This would result in a People, Skills and Business LPG membership of 14. A smaller group, made up of the organisations most involved with Business, could be brought together at the start; the People and Skills priority does not start delivering until March 2024 so these members could be invited at a later date as the development of this delivery begins.

- 3.7 The ability to add representatives as required from other relevant organisations should be retained for both groups as should the ability to ask for members from one group to attend the other should this be beneficial.

4. Governance

- 4.1 The LPGs will be administered by the Economic Regeneration Team through a new Admin function that will be created using the allocated Admin spend. This will mean there is an officer dedicated to co-ordinating the fund for the Council.
- 4.2 It is proposed that meetings will be held twice yearly, with the first meetings of both groups in October 2022 to act as an information session and to begin the process of refining the Investment Plan for year 2. A further meeting in early March will allow the process to be finalised ready for April 2023 delivery. It would be intended to hold the two LPGs 'back to back' where possible with meetings held in:

March 2023

September 2023

March 2024

September 2024

March 2025

- 4.3 As the Council remains the accountable body for the funding, any changes proposed to the budget will need to be agreed by the Council, as the LPGs will not have this authority. It is therefore proposed that any decisions to amend the budget of the OWBC UKSPF Investment

Plan, within the rules of the fund, be delegated to the Leader of the Council in consultation with the Strategic Director/S151 Officer. This will provide oversight of decisions made and ensure they are compliant with the rules of the fund, whilst also allowing for decisions to be made quickly should this be necessary. A report will be prepared annually on the fund and presented to Full Council on the status of the programme and the spend achieved.



Full Council

**Tuesday, 27
September 2022**

**Matter for
Information**

Report Title: Civic Agreement Update with Leicester/shire Universities

Report Author(s): Philippa Fisher (Strategic Director)

Purpose of Report:	To provide an overview of the CIVIC University Agreement entered into between Oadby and Wigston Borough Council and University of Leicester and other partners in June 2022.
Report Summary:	The report sets out the background to the CIVIC University Agreement, what it means to Oadby and Wigston Borough Council and the University of Leicester and the actions to date.
Recommendation(s):	That the content of the report be noted.
Senior Leadership, Head of Service, Manager, Officer and Other Contact(s):	<p>Anne Court (Chief Executive / Head of Paid Service) (0116) 257 2602 anne.court1@oadby-wigston.gov.uk</p> <p>Philippa Fisher (Strategic Director) (0116) 257 2677 philippa.fisher@oadby-wigston.gov.uk</p>
Corporate Objectives:	<p>Building, Protecting and Empowering Communities (CO1)</p> <p>Growing the Borough Economically (CO2)</p> <p>Providing Excellent Services (CO3)</p>
Vision and Values:	<p>Accountability (V1)</p> <p>Respect (V2)</p> <p>Teamwork (V3)</p> <p>Innovation (V4)</p> <p>Customer Focus (V5)</p>
Report Implications:-	
Legal:	There are no implications arising from this report.
Financial:	There are no implications arising from this report.
Corporate Risk Management:	<p>Reputation Damage (CR4)</p> <p>Organisational / Transformational Change (CR8)</p>
Equalities and Equalities Assessment (EA):	There are no implications arising from this report. EA not applicable.
Human Rights:	There are no implications arising from this report.
Health and Safety:	There are no implications arising from this report.
Statutory Officers' Comments:-	
Head of Paid Service:	The report is satisfactory.

Chief Finance Officer:	The report is satisfactory.
Monitoring Officer:	The report is satisfactory.
Consultees:	None.
Background Papers:	None.
Appendices:	1. Civic University Agreement (June 2022)

1. Introduction

- 1.1. Oadby and Wigston Borough Council has joined with 30 other institutions by becoming a signatory to a "Civic University Agreement" with the University of Leicester.
- 1.2. The Civic University Agreement sees the University of Leicester reaffirm its commitment to Leicester, Leicestershire and Rutland by pledging to put the economy and quality of life in the local community top of its list of priorities.
- 1.3. The Civic University Agreement for Leicester, Leicestershire and Rutland combines the collective strengths of the counties universities and civic institutions to make a greater impact by working together more closely with communities.
- 1.4. Through this agreement it is hoped that synergies are established regarding how to support local communities and aid the prosperity of Leicestershire, including the Borough of Oadby and Wigston. This will be delivered through a combination of aligning work that is already happening and supporting new joint initiatives.
- 1.5. The agreement also aims to help universities like Leicester build on the work that many universities are already carrying out in these areas, working alongside councils, employers, cultural institutions, schools and further education colleges.
- 1.6. The signatories of this agreement are committed to work together, in collaboration with our communities and partners, to address the priorities set out in the Civic University Agreement.
- 1.7. Signatories:
 - De Montfort University
 - University of Leicester
 - Loughborough University
 - Oadby and Wigston Borough Council
 - Leicester City Council
 - Leicestershire County Council
 - Rutland County Council
 - Charnwood Borough Council

2. Background

- 2.1. The University in consultation with its partners and communities, including Oadby and Wigston Borough Council, have identified five themes, devised around key priorities for Leicester, Leicestershire and Rutland and aligned to areas in which the participating universities have world-leading knowledge, expertise and best practice.
- 2.2. Joint theme groups have been established, comprising of academic and professional

experts from Leicestershire universities, in each of the five areas below:

- Education
- The economy
- Sport, health and wellbeing
- Environmental sustainability
- Arts, culture and heritage

- 2.3. The theme groups, in collaboration with relevant partners and stakeholders, are working towards the delivery of objectives in the agreement. This partnership will be overseen by a joint steering group, through which the Civic University Agreement can be delivered.

3. Actions and Next Steps

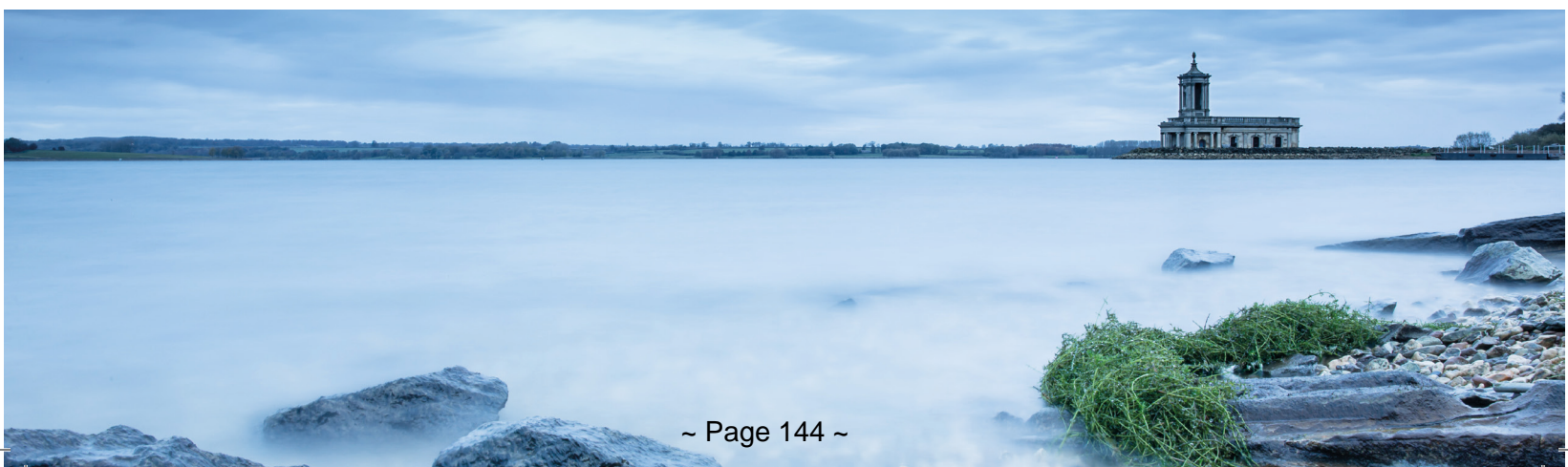
- 3.1. Since the signing and formal launch of the CIVIC Agreement on 28 June 2022, Oadby and Wigston Borough Council and the University have worked closely together attending meetings to discuss opportunities based on the 5 key streams mentioned in the CIVIC Agreement.
- 3.2. The leads for each workstream shared with Oadby and Wigston Officers their aims, priorities and deliverables for each workstream. Officers then discussed the potential synergies with the work streams and the work and services being delivered as a Council.
- 3.3. Actions plans are currently being written, where both parties will focus on some quick wins and/or 'business as usual' but also two to three key impactful projects for the Borough going forward.
- 3.4. The council and University of Leicester will continue to consult as a constant throughout the life cycle of the CIVIC University Agreement, ensuring that there is regular engagement with local stakeholders and local communities to remain relevant and focussed on the issues that matter.
- 3.5. Each year, progress will be measured and objectives reviewed to ensure they align with the evolving priorities of the Council and the Borough.

4. Summary

- 4.1. Over the last three years the relationship with University of Leicester and Oadby and Wigston Borough Council has gone from strength to strength, culminating in the University being awarded the Council's highest honour of Freedom of the Borough for their centenary year in 2021.
- 4.2. The foundation of this Civic University Agreement will continue the strong partnership between the Council and University of Leicester and the other universities signed up to the agreement.
- 4.3. Networks and relationships will be forged across the universities and other local key organisations that will support our communities. By coming together regularly and talking about the local challenges faced, it is hoped to identify new, better solutions and maximise the impact we have for Leicester, Leicestershire and Rutland.
- 4.4. The Council and university will pursue shared objectives and outcomes and undertake joint projects as part of this agreement.
- 4.5. To complement this report and give further details attached in **Appendix 1**.



A partnership for Leicester, Leicestershire and Rutland Civic University Agreement



Introduction

This Civic University Agreement is a commitment between De Montfort University, the University of Leicester, Loughborough University and the city and counties of Leicester, Leicestershire and Rutland to work together, in collaboration with our partners and the community, for the benefit of local people and the prosperity of our places.

Universities touch people's lives at many different points – it could be at an individual level for those who have benefited from studying at one of our institutions, or at a societal level as a result of ground-breaking research, pioneering innovations and knowledge creation.

This agreement describes the many ways in which our universities make a positive impact in Leicester, Leicestershire and Rutland, while recognising that none of it can be achieved in isolation. It is only through working together and learning from each other within our universities, institutions, communities and places that real change happens.

That is why, in the wake of a global pandemic and the significant hardships this has brought to our local communities and economy, we are coming together as universities and places to commit to enhance our partnership working through the Civic University Agreement.

The Civic University Agreement for Leicester, Leicestershire and Rutland combines the collective strengths of our universities and civic institutions to make a greater impact by working together more closely for our communities.

Through this partnership we hope to instil collective civic behaviours across our institutions, establishing synergy in regard to how we support our local communities and ensure the prosperity of our places. This will be delivered through a combination of aligning work that is already happening and supporting new joint innovations.

This Civic University Agreement marks the beginning of a journey. It signals a commitment by the partners to bring together our collective skills, expertise and social capital and collaborate in the long-term interests of our communities.

Signatories:

The signatories of this agreement commit to work together, in collaboration with our communities and partners, to address the priorities set out in the Civic University Agreement.

- De Montfort University
- University of Leicester
- Loughborough University
- Leicester City Council
- Leicestershire County Council
- Oadby and Wigston Borough Council
- Rutland County Council
- Charnwood Borough Council



Introduction to our universities

It is a matter of great pride that our universities are truly civic and inextricably rooted in Leicester, Leicestershire and Rutland. We are institutions founded to support local people and our communities.

De Montfort University traces its beginnings back to the 19th century and early 20th century, when the School of Art and Leicester Technical School began training apprentices for local industries, such as boot and shoe manufacture, furniture making and design, hosiery and textiles manufacture.

The University of Leicester was established by the people of Leicester, Leicestershire and Rutland in 1921 as a living memorial to those who made sacrifices in the First World War and to offer hope for the future through the transformative power of education.

Loughborough University was awarded its Royal Charter in 1966, but traces its roots back to 1909, when, as Loughborough Technical Institute, it began with a focus on skills directly applicable in the wider world. Over the years the University has become renowned for engineering and sport.

Our universities continue to share a mission to improve the lives of local people through our teaching and research. We are committed to working with our communities to provide inclusive and transformative educational opportunities and deliver a positive impact locally.

We look forward to working with you, the people and communities of Leicester, Leicestershire and Rutland, as part of this Civic University Agreement.

Our combined contributions

We partner with business to power innovation, address skills gaps and create economic prosperity. Our universities are international beacons of education that attract investment and raise the profile of Leicester, Leicestershire and Rutland.

- De Montfort University, the University of Leicester and Loughborough University are worth a combined **£1.7 billion** to the UK economy.
- We contribute a total of **£1 billion** to the Leicester and Leicestershire economy, which supports nearly **17,000 jobs**.
- Our student spending alone contributes nearly **£300m** to the local economy, helping to sustain more than **4,500 jobs**.
- Between us we have more than **60,000 students** studying locally.
- Around **1 in every 25 jobs** in Leicester and Leicestershire are supported by our universities.

(All statistics taken from De Montfort University, University of Leicester and Loughborough University independent economic impact reports undertaken by Hatch Regeneris. 'Leicester and Leicestershire' refers to the Leicester and Leicestershire Enterprise Partnership (LEEP) geographical area.)

Our impact extends far beyond the economy and out into our communities. We utilise cutting-edge research to pioneer new health technologies and treatments, while our clinical expertise underpins local healthcare provision. Our graduates are the dedicated teachers, doctors, nurses and professionals that are so vital in every aspect of our lives. Our students, staff, events and activities contribute to the vibrant cultural fabric of our places.

We are making a commitment through this agreement to work more closely together to increase our joint contributions to Leicester, Leicestershire and Rutland. As the partnership progresses, we will continue to assess our economic and social impacts and measure our progress.

Our approach

The Civic University Agreement marks the beginning of a new venture and an enhanced partnership. It sets out key priorities that we are committing to deliver in collaboration with our partners and communities. The publication of the Civic University Agreement is the start of an ongoing process of collaboration, co-creation and co-production that will allow us to achieve our shared goals.

In consultation with our partners and communities we have identified five themes, devised around key priorities for Leicester, Leicestershire and Rutland and aligned to areas in which our universities have world-leading knowledge, expertise and best practice:

- Education
- The economy
- Health, wellbeing and sport
- Environmental sustainability
- Arts, culture and heritage

We have established joint theme groups, comprised of academic and professional experts from our universities, in each of the five areas. The theme groups, in collaboration with relevant partners and stakeholders, will work towards the delivery of objectives in the agreement. This partnership will be overseen by a joint steering group, through which we can deliver the Civic University Agreement.

We will embed consultation as a constant throughout our partnership, ensuring that we are regularly engaging with local stakeholders and local communities to remain relevant and focussed on the issues that matter. Each year, we will measure our progress and review our objectives to ensure they align with the evolving priorities of our communities.

As universities, we are committed to tackling inequalities and creating a more inclusive society. As such, our approach to the Civic University Agreement seeks to embed inclusion throughout all the themes and in everything we do.



THEME 1:

Education

Our universities are at the heart of our educational ecosystem. In partnership with primary, secondary, specialist and post-16 providers, we provide outreach and support across all ages of the educational journey, as well as training and support for school teachers. Through widening participation partnerships, we deliver targeted outreach programmes across Leicester, Leicestershire and Rutland to raise aspirations and ensure that every local child who has the ability to succeed at university is afforded the opportunity. Our shared mission is to provide inclusive and evidence-based educational opportunities, tailored to our local region, that both transform our students' lives and equip them with the skills and competencies to change the lives of many others.

Aim

To work in partnership with our local schools, colleges, businesses and wider communities to support the educational recovery from the COVID-19 pandemic by creating educational skills and opportunities that enable local people from all backgrounds to flourish.

Together we will:

- a. Work in partnership with our local schools and colleges to create an inclusive educational system that improves outcomes for those facing educational barriers and supports the most disadvantaged young people in Leicester, Leicestershire and Rutland to gain the skills, knowledge and experience they need to succeed in their lives.
- b. Create pathways and support programmes to increase higher education participation for local people facing barriers to entering university.
- c. Equip our education system with the best possible talent by partnering with schools and colleges to train new teachers, develop their staff and nurture their professional development.

THEME 2:

The Economy

Our universities are critical to sustainable economic prosperity in Leicester, Leicestershire and Rutland. Our world-leading strengths attract major global businesses in industries such as the space sector, life sciences, sport and the creative industries. We work hand-in-glove with businesses of all shapes and sizes and our innovation programmes seek to boost productivity in the local economy. Furthermore, our outstanding graduates provide a pipeline of talent to industry and are the foundation of the local knowledge economy. We are working with our local authority partners and businesses to match talent to opportunities and ensure that more of our graduates start businesses – building their lives here and helping to drive future prosperity in Leicester, Leicestershire and Rutland.

Aim

To power inclusive and sustainable economic growth, innovation and prosperity across Leicester, Leicestershire and Rutland and support the region to recover from the economic consequences of the COVID-19 pandemic.

Together we will:

- a. Drive inward investment into our region through attracting businesses to the area, supporting national Government initiatives and funding bids (e.g. the Levelling Up Fund), and partnering on major regional developments (e.g. East Midlands Freeport).
- b. Retain more graduates locally by working with our local authorities and partners to promote local employment opportunities to graduates, matching their skills to local employment needs.
- c. Invest our own resources and lever the resources of others into research and development – creating an effective basis for an innovation-led local economy.
- d. Support a thriving local business, voluntary and community sector through our research, innovation, leadership and business support programmes.
- e. Lead the way in supporting the development of a fair, inclusive, green and sustainable economy.

THEME 3:

Health, Wellbeing and Sport

Our universities are embedded in the health and wellbeing of our communities. Our world-leading advances in medicine, sport and life sciences have a positive impact on health and wellbeing in our communities. Together we train the doctors, health professionals, social workers and youth workers who provide a backbone of support throughout our lives. During the pandemic we worked in partnership with public health teams to mitigate the spread and impact of the virus—providing expertise, equipment and volunteers to support our communities. The pandemic also brought into sharp relief the deep-rooted health inequalities that exist in our society; our experts were the first to identify the disproportionate impact of COVID-19 on ethnically diverse communities.

Aim

To work with our communities to identify the health inequalities in Leicester, Leicestershire and Rutland and, through using our expertise and working with health partners, improve the health and wellbeing of our diverse communities.

Together we will:

- a. Work with communities and partners to support local public health priorities, improve health and wellbeing outcomes and address inequalities.
- b. Support research to explore the impact of key contributors to poor health and wellbeing – including social and economic disadvantage, inequality and barriers to access – and make recommendations for best practice.
- c. Raise awareness, provide advocacy and support specific interventions to tackle identified inequalities.

THEME 4:

Environmental Sustainability

Working within well-established local and national partnerships, our universities are committed to act sustainably and nurture our environment. We are fortunate to benefit from the knowledge of world-leading experts and benchmark our delivery against the United Nations Sustainable Development Goals (SDGs). Through global research, partnerships and collaborations we are committed to addressing the most pressing issues of our time such as the climate emergency. We will focus on ambitious local actions that are not being addressed through other established forums and which could not be achieved through acting alone. We will draw upon innovative ideas from staff, students and public engagement to deliver collaborative solutions.

Aim

To maximise the environmental sustainability of Leicester, Leicestershire and Rutland through developing and delivering innovative collaborative projects.

Together we will:

- a. Commit to reducing our carbon footprints and improving our environmental sustainability.
- b. Support behavioural change by delivering educational programmes that promote environmental sustainability, including carbon literacy training and sustainability audits (SDG 4).
- c. Deliver research that tackles environmental challenges: supporting mitigation and adaptation to climate change (SDG 13) and ensuring access to clean, affordable and sustainable air, water, sanitation and energy (SDG 6, SDG 7).
- d. Enhance natural capital and biodiversity locally, including on our university campuses (SDG 14, SDG 15), and reduce the negative environmental impacts of local resource use (SDG 12).

THEME 5:

Arts, Culture and Heritage

Leicester, Leicestershire and Rutland have proud and distinctive histories and offer a vibrant and diverse cultural landscape. Our universities are home to leading arts, culture and heritage venues and we deliver high-quality and inclusive festivals, events and exhibitions. Beyond our campuses we collaborate with leading partners on projects as far reaching as art, archaeology, dance, music, heritage and urban history. Our research tackles inequality and promotes inclusion in arts, culture and heritage. Our discoveries and research-inspired ideas have boosted tourism, supported creative businesses and added to the social and cultural fabric of Leicester, Leicestershire and Rutland. Through partnerships and sponsorships, we raise the profile of our region and celebrate everything that is special about our place.

Aim

To work with partners and communities to enhance the thriving local arts, creative, cultural and heritage landscape, celebrate our diversity and inclusion, and promote our region as a national destination.

Together we will:

- a. Develop and establish effective, sustainable and scalable cultural partnerships that enable the universities to effectively contribute to the cultural life of our locality, driven and informed by the needs of our community and responding to strategic priorities (e.g. the cultural creative industries strategy).
- b. Deliver a bold and distinctive contribution of inclusive arts, culture and heritage programmes and events through our campus cultural venues, estate and digital assets.
- c. Enhance and raise the profile of our region as a diverse and inclusive arts, cultural and heritage destination through continuing to sponsor and support local festivals and events, collaborating with partners, and delivering innovative place marketing initiatives.



In conclusion

The foundation of this Civic University Agreement is a strong partnership between the universities. Working to serve our communities is not new to us, it is what we have been doing since we were founded. What makes this collaboration different is that we will be doing it in lockstep together with our partners across the region. We will pursue shared objectives and outcomes and undertake joint projects as part of this agreement. Networks and relationships will be forged across the universities and other local key organisations that will support our communities. By coming together regularly and talking about the local challenges we face, we will identify new, better solutions and maximise the impact we have for Leicester, Leicestershire and Rutland.



**Universities
Partnership**

Working together for Leicester,
Leicestershire and Rutland

universitiespartnership.org

