



# Cabinet

**To the Cabinet on Friday, 24 February 2023**

**Date of meeting: Monday, 06 March 2023**

**Time: 17:30 Please note start time.**

**Venue: The Council Chamber**

**The Symington Building, Adam and Eve Street, LE16 7AG**

**Members of the public can access a live broadcast of the meeting from the [Council website](#), and the meeting webpage. The meeting will also be open to the public.**

- Information Exchange from Portfolio Holder
- Topical Issues
  - Questions
  - Petitions
  - Notices of Motion

## **Agenda**

- |          |   |                |
|----------|---|----------------|
| <b>1</b> | <b>Apologies for Absence</b>  |                |
| <b>2</b> | <b>Declarations of Members' Interests</b>   |                |
| <b>3</b> | <b>Draft Cabinet Minutes - 6 February 2023</b>  | <b>3 - 10</b>  |
| <b>4</b> | <b>2022.23 Q3 Outturn Financial Performance</b>   | <b>11 - 24</b> |
| <b>5</b> | <b>Leadership and Collaboration Waste and Environmental Maintenance Services Report</b> | <b>25 - 38</b> |
| <b>6</b> | <b>Collaboration of Regulatory Services</b>   | <b>39 - 48</b> |
| <b>7</b> | <b>Authority Monitoring Report 2021.2022</b>  | <b>49 - 86</b> |
| <b>8</b> | <b>Leicestershire Climate and Nature Pact</b>   | <b>87 - 96</b> |

- 9 Governance Arrangements for Allocation of UK Shared Prosperity and Rural England Prosperity Funding 97 - 126**
- 10 To consider any matters of special urgency (to be decided by the Leader)**

LIZ ELLIOTT  
INTERIM CHIEF EXECUTIVE AND HEAD OF PAID SERVICE  
HARBOROUGH DISTRICT COUNCIL

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Circulate to: Jonathan Bateman - Deputy Leader, Paul Dann - Member, James Hallam - Member,  
Phillip King - Leader, Simon Whelband - Member

# **HARBOROUGH DISTRICT COUNCIL**

## **MINUTES OF THE CABINET MEETING**

held at  
Council Chamber, The Symington Building, Adam and Eve Street,  
Market Harborough, LE16 7AG

6<sup>th</sup> February 2023

commencing at 5.30pm

Present:

Councillors: Bateman, Dann, Hallam, King (Chair) and Whelband

Officers: D. Atkinson, E. Bird, C. Bland, L Elliott, S. Hamilton, V. Jessop, C Mason,  
and C. Pattinson

Officers remotely: Ian Pennington

### **INFORMATION EXCHANGE FROM PORTFOLIO HOLDERS**

#### Planning, Environment and Waste

Councillor Bateman reported that the level of fly-tipping has reduced for the fourth consecutive year. He also reported that the usage of electric charging has increased with over 4,000 charges in the year to date, saving approximately 21,000 kg of carbon across the District. A 'sustainable warmth' competition project is current on-going with the Leicestershire County Council and also 60 properties across the District will benefit from energy efficiency measures to be installed. Tilton-on-the-Hill in conjunction with Green Fox have successfully been awarded funding for a rural electric car club, which will be the first one in the District.

#### Corporate & Regulatory Services

Councillor Dann thanked staff for organising the flying of the LGBT flag from the 1 to the 6 February.

#### Wellbeing, Communities and Housing

Councillor Whelband reported that the recent 'Bidders Day' for the Leisure Procurement Project went very well with five interested organisations.

## Strategy

Councillor King reported that on the 5 February the government announced that the Council had been successful in round 2 for the 'Changing Places' Funding Bid, in relation to St Mary's Community facility in Lutterworth. The first site in Welland Park, has nearly been completed and is anticipated to be opened on the 17 or 18 February 2023.

He also reported that work has been undertaken by Officers on a government proposal to provide housing for Ukrainian and Afghan refugees and a grant will be provided to the Council £1.7 million to provide 13 houses and 1 transfer property, via the Platform Housing Group.

Councillor King advised that he had attended the following meetings :-

- 24 January with Ian Kirkpatrick, the new manager of the Market Harborough Building Society discussing plans to support the local community.
- 25 January – A46 Partnership meeting.
- 26 January – chaired the Leicestershire Districts meeting.

## **TOPICAL ISSUES**

There were none.

## **APOLOGIES FOR ABSENCE**

There were none.

## **DECLARATION OF MEMBERS' INTERESTS**

Councillor King declared an interest in relation to item Agenda item 4, Budget 2023/24 and Medium Term Financial Strategy (2024-25) as he is a County Councillor and the budget contains items relating to Leicestershire County Council.

## **MINUTES**

**RESOLVED that the minutes of the meeting of the Cabinet held on the 16<sup>th</sup> January 2022 be approved as a correct record.**

## **BUDGET 2023/24 & THE MEDIUM-TERM FINANCIAL STRATEGY (2024/25 TO 2027/28)**

The Portfolio Holder introduced the report which set out the Councils Draft 2023/24 Budget and Medium-Term Financial Strategy (2024/25 to 2027/28) (MTFS) in respect of revenue, capital, and reserves.

It was noted that over the past few months all services have been reviewing their service budgets and have generated net savings of £957k for 2023/24 (£4.5m over the MTFS period). Further, on the 19th December the government issued their provisional financial settlement which awarded the Council New Homes Bonus of £1.7m and other grants in excess of £1m. In summary it was noted that the Council has a surplus revenue budget for the first two years of the MTFS (£4.2m), which will be set-aside, to contribute to meeting the forecast deficit budgets of the last three years of the MTFS (£4.5m).

The Portfolio Holder highlighted that the Council has addressed significant inflationary pressures, which have been incorporated into the service budgets. Following the Council decision in December 2022 not to approve the Councils participation in a Strategic Partnership with Melton Borough Council, the budget does not include any savings that were included in the business case.

In February 2022, Council approved the 2022/23 Budget and MTFS and the key points to note were as follows:

- service net expenditure of £11.6m,
- budget requirement of £13.0m,
- Council Tax (Band D) of £177.97, and
- Council Tax Base of 37,389.4

As part of 2021/22 year-end, the 2021/22 Quarter 4 was reported to Cabinet in July and £286k in brought forwards was agreed. In addition, £175k grants were required to be brought forward. This resulted in a 2022/23 Updated Budget with a net expenditure of £12.0m.

The Council has delivered a number of other initiatives over the past year, including: a new Corporate Plan; development of both a Young Persons and Rural Strategies; continued its significant ICT transformation programme; submitted a Round 1 Levelling Up bid; been successful in achieving considerable external government funding (including £2.1m in UK Shared Prosperity Fund); distributed £630k in Jubilee Grants to celebrate the late HM the Queens Platinum Jubilee; and over the past few months, along with Melton Borough Council the Council had been developing a joint business case to support a strategic partnership between the two Councils.

The Portfolio Holder thanked the Section 151 Officer, the Head of Head of Financial Services and all of the Finance team staff for their considerable hard work in preparing the budget.

**RESOLVED that :**

**A. The following be RECOMMENDED to Council for approval**

- The **Fees & Charges Schedule (Appendix 2, Annex A)**; including the delegation to the S.151 officer, in consultation with the Portfolio Holder for Resources, to vary Fees & Charges throughout the year, with retrospective reporting to Council;
- The **Consolidated Final Budget 2023/24** and **Medium-Term Financial Strategy (2024/25 to 2027/28)** at **Appendix 2**. In respect of the 2023/24 Final Budget, this includes a
  - Budget Requirement of £16.9m
  - Council Tax Requirement of £6.8m
  - Freeze Council Tax (0%) giving a Band D charge of £177.97 (2022/23; £177.97)
  - Capital Programme of £27.9m.

In respect of the Medium-Term Financial Strategy, by 2027/28 a

- Budget Requirement of £13.8m
- Council Tax Requirement of £8.2m
- “Notional” increase in Council Tax of 2.99% (and notionally for each year of the MTFS).

**B. Note** the comments of the Interim Deputy Chief Executive (& s.151 Officer) in respect of the “Robustness of the 2023/24 Budget and Medium-Term Financial Strategy 2024/25 to 2027/28”.

**C. Comment** on the Equalities Analysis (**Appendix 3**) in respect of implications of the Final Budget 2023/24 and MTFS (2024/25 to 2027/28)

**Reasons for Recommendations**

Cabinet is required to consider, discuss and comment on the Final Budget and MTFS prior to recommending the same to Council.

It is a legal requirement for the council to set a balanced budget.

Recent one off sources of income justify Cabinet recommending that there be no increase in this year, and that the income should be allocated to reserves for use to support capital projects and smooth the impact of the NDR revaluation exercise.

## **LEICESTERSHIRE RESOURCES AND WASTE STRATEGY REPORT 2022-2050**

The Portfolio Holder introduced the report which set out the final draft of the Leicestershire Resources and Waste Strategy (LRWS Strategy) 2022-2050. It replaces the previous Leicestershire Municipal Waste Management Strategy originally adopted in 2002.

The LRWS strategy had been developed through a collaborative approach between district and county council partners that form the Leicestershire Waste Partnership. It has been finalised further to an extensive public consultation and sets out how the Leicestershire Waste Partnership intends to manage municipal waste up until 2050.

The strategy contains a range of pledges. Some of the pledges contained within the Leicestershire Resources and Waste Strategy can only be implemented if sufficient ongoing additional funding is provided by Government to cover the costs incurred by both the waste disposal and collection authorities respectively.

The LRWS will be considered for adoption by all councils that form the Leicestershire Waste Partnership.

A question was asked as to whether the District had any anaerobic digesters and where these would be located. The Head of Environmental Services reported that Leicestershire County Council (LCC) have procured a site however there is an option of the Harborough District Council using household waste sites as transfer stations, which would need to be investigated further, Discussions will be on-going with LCC.

A brief update was provided by the Head of Environmental Services in regards to the deposit return scheme however the final details on how the scheme will operate are being awaited.

### **RESOLVED that :**

- i. the Leicestershire Resources and Waste Strategy be adopted as set out in Appendix 1 to the report.
- ii. the continuation of the waste partnership be endorsed but request that it is developed and enhanced to ensure appropriate political, strategic and organisational engagement.
- iii. the partnership explore collaborative opportunities which have the potential to deliver environmental improvements, whilst helping to reduce costs across the waste-system, such that cost shunting is avoided and mutual benefits are shared across all partners.
- iv. authority be delegated to the Director for Communities and Wellbeing, in consultation with the Portfolio Holder for Planning, Environment and

Waste to sign off any further amendments to the strategy on behalf of Harborough District Council, to incorporate legislative, regulatory, or national policy changes recommended by the Leicestershire Waste Partnership. Any such changes would be communicated in writing to all members.

### **Reasons for Recommendations**

The Strategy provides a policy framework to enable a sustainable system of waste management to be implemented in the County. The Strategy sets out the broad direction for delivery of service development. Further work is required on the details before any major changes can be introduced.

Under the Waste and Emissions Trading Act 2003, all two-tier authorities are required to have in place a Joint Municipal Waste Management Strategy for the management of municipal waste within their areas. The Leicestershire Resources and Waste Strategy (LRWS) sets out how the Leicester Waste Partnership (LWP) intends to manage municipal waste in the period up to 2050. The LRWS replaces the Leicestershire Municipal Waste Management Strategy (LMWMS) which was last updated in 2011.

A consultation exercise has informed the final Strategy, which includes objectives and pledges which provide guiding principles and commitments to deliver the waste management service as a whole to meet the overall vision.

Each authority within the Leicestershire Waste Partnership (LWP), which comprises the County Council and the seven district councils in Leicestershire, is in the process of seeking adoption of the final Strategy.

### **ADDITIONS TO LOCAL LIST OF NON-DESIGNATED HERITAGE ASSETS**

The Portfolio Holder introduced the report highlighting that in February 2022 the Council adopted a nomination process and selection criteria for the local heritage list, along with 16 initial entries to the list. The list will develop over time as sites are proposed and considered appropriate for inclusion.

**RESOLVED that** the following be included on the Local List of Non-Designated Heritage Assets:

- a. The Tower House, Main Street, Gumley;
- b. Claybrooke School, Main Road, Claybrooke Parva;
- c. Former Station, Great Glen;
- d. Railway Bridge, Broughton Lane, Leire;
- e. Railway Bridge, Leire Road/Frolesworth Road, Leire;
- f. 24-34 Lutterworth Road, Walcote;
- g. Park House, Park Drive, Market Harborough;



- h. Former Magistrates Court, Doddridge Road, Market Harborough;
- i. Cemetery Chapels, Northampton Road Cemetery, Northampton Road, Market Harborough;
- j. Cemetery Lodge, Northampton Road Cemetery, Northampton Road, Market Harborough;
- k. Gate Piers to Former Bitteswell Hall, Bitteswell;

### **Reasons for Recommendations**

To increase the number of entries on the Local List and recognise the contribution of local heritage to the making of place and the value it has within the lives of people living, working and visiting the district.

## **BITTESWELL CONSERVATION AREA APPRAISAL CABINET REPORT-FEBRUARY 2023**

The Portfolio Holder introduced the report which reviewed, update and record the factors that give Bitteswell conservation area its special interest and justify its designation. This will help improve understanding of the historic importance of the area and how this has shaped its unique character. The management plan informs its future development.

### **RECOMMENDED TO COUNCIL**

- (i) **The adoption of the Bitteswell Conservation Area Appraisal and Management Plan attached as Appendix A to the report be recommended to Council.**

### **Reasons for Recommendation**

The Planning (Listed Buildings and Conservation Areas) Act 1990 requires local planning authorities, from time to time, to review existing conservation areas and to formulate and publish proposals for the preservation and enhancement of conservation areas and consult the public in the area in question, taking account of views expressed.

The conservation areas were last appraised between 2005 and 2007. It is appropriate that existing conservation areas are reviewed to ensure the designation remains appropriate and that the management plan is effective.

## **SECTION 100A(4) – LOCAL GOVERNMENT ACT 1972**

**RESOLVED** that the public and press be excluded from the following items on the grounds that the matters yet to be discussed involved the likely disclosure of exempt information as defined in Paragraph 3 of Schedule 12A to the Local Government Act 1972.

### **INTERIM UPDATE OF HARBOROUGH DISTRICT COMMERCIAL SERVICES LIMITED TO THE SHAREHOLDER**

The Cabinet, considered an exempt report, the interim update of Harborough District Commercial Services Limited to the Council as its sole shareholder.

#### **RESOLVED that:-**

Harborough District Commercial Services Ltd be invited to report to the Council, as shareholder in the company, what options are available for the future development of the company through the evolution of its business plan.

#### **Reasons for Recommendations**

The Council is the sole shareholder for the Company. It is therefore responsible for holding the company to account for its performance. The company is responsible for identifying options and presenting them to the shareholder.

#### **TO CONSIDER ANY MATTERS OF SPECIAL URGENCY**

There were none.

The meeting ended at 19.00

# Harborough District Council



## Report to Cabinet Meeting of 6 March 2023

<b>Title:</b>	<b>Report 1: 2022/23 Financial Performance Report – Outturn Quarter 3 (Year ending 31 March 2023)</b>
<b>Status:</b>	Public
<b>Key Decision:</b>	No
<b>Report Author:</b>	Carolyn Bland, Head of Financial Services
<b>Portfolio Holder:</b>	Cllr James Hallam, Finance
<b>Appendices:</b>	<b>1:</b> Summary Revenue Budgets and Capital Programme for 2022/23 Budget and MTFS (2023/24 to 2026/27). <b>2:</b> 2022/23 Revenue Forecast Outturn and Variance Analysis by Portfolio & Director Service Categorisation. <b>3:</b> Commentary on 2022/23 Budget Variances Greater than £25,000, by Director Service Categorisation. <b>4:</b> General Fund Reserves 31.03.2022. <b>5:</b> Potential Compounding of Cost/Inflation Pressures. <b>6:</b> 2022/23 Capital Forecast Outturn and Variance Analysis.

### Summary

- i. This report sets out the financial position (outturn) for the year ending 31 March 2023, based on information at the end of December for revenue and capital. Based on the financial position as at 31 December 2022, given known income and expenditure commitments and working assumptions:
  - a. Revenue is forecasting an overspend of £578k (quarter 2 £810k), a variance of 4.8% to the approved budget.
  - b. Capital is forecasting an underspend of £300k.

### Recommendations

- ii. **That Cabinet consider the financial performance report and comments on the Forecast Outturn (31 March 2023) as detailed within the report and associated appendices.**

### Reasons for Recommendations

- iii. The council is required to set and maintain a balanced budget every year. It is responsible for the prudent and lawful management of its financial resources to deliver statutory services to the people of the Harborough district. Although the budget is set by Council, Cabinet is responsible for exercising strong financial oversight of the revenue and capital expenditure against that budget and addressing any variances proactively.
- iv. Good financial governance requires the Cabinet to consider financial performance information on a regular basis. This provides assurance that it is actively monitoring and considering the financial environment within which the Council is operating and allows early identification, and mitigation, of any issues of concern.
- v. The quarter 3 performance information indicates a potential revenue overspend due to inflationary costs and underachievement of planned savings, however appropriate mitigation measures are in place to address this variance against the budget by the end of the financial year.
- vi. The predicted capital underspend is as a result of conscious delays to certain planned expenditure.

## 1. Purpose of Report

- 1.1 To update Cabinet in respect of the Quarter 3 forecast outturn for 2022/23 for both revenue, capital and reserves.

## 2. Background

- 2.1 Council approved the 2022/23 Budget and Medium-Term Financial Strategy (2023/24 to 2026/27) ("MTFS"); which included the Capital Programme, in February 2022. In respect of:
  - 2.1.1 the **Revenue budget**, the 2022/23 net service expenditure is £11.1m and after capital financing (£506k), the net expenditure for the delivery of services is £11.6m; over the MTFS period, this increases to £13.6m. This is summarised in **Appendix 1**.
  - 2.1.2 the **Capital Programme**, the 2022/23 programme totals £11.8m, of which £4.3m was brought forward from previous years and £7.5m is in respect of new initiatives for 2022/23 and is financed by £8.1m of external grants and capital receipts, £1.3m of direct revenue funding and £2.4m of unsupported borrowing (minimum revenue provision). Over the MTFS period the capital programme decreases to £860k.
  - 2.1.3 **Reserves**, Council approved a net contribution to reserves of £1.4m.

## 3. Details

### Revenue Headlines

- 3.1 Providing an accurate forecast outturn based on the financial performance at Quarter 3 can still be challenging as things can occur between the end of December and the end of the financial year. Finance have been working closely with services, acting as a critical

friend to value check their forecast outturns, however it must be remembered that the forecast outturns are the responsibility of respective services.

- 3.2 The forecast outturn for the current financial year and the impact over the MTFS is summarised below.
- 3.3 **2022/23**; the original budget of £11.6m has been revised to include the revenue carry forwards from 2021/22 agreed by Cabinet 04 July 2022 of £285k and £175k of grants carried forward through the grants reserve (following required accounting practice to carry forward grants). In respect of this updated net expenditure budget of £12m, the forecast outturn is £12.6m, which represents an overspend of the budget by £578k. A “financial” variance analysis based on both Portfolio and Director service categorisation is summarised in **Table 1** below. An accompanying Reserve analysis is shown at **Appendix 2** and the reasons for variances greater than £25k are shown in **Appendix 3**.

Summary of 2022/23 Revenue Budget Variances, by Director Service Categorisation				Table 1
Service	Updated Budget £000	Forecast Outturn £000	Variance £000	Commentary
Interim Chief Executive	2,304	2,252	(52)	Increased income HIC, one off Land Charges grant, savings in post less drop of income in Market and increased costs in Legal
Interim Deputy Chief Executive (Finance, ICT & Assets)	2,610	2,684	74	Savings not achieved less increase in interest received due to increasing interest rates
Communities	5,915	6,069	154	Carparking income down plus call centre costs
Planning	695	1,180	485	Savings from shared service proposal not achieved, income down
<b>Net Direct Cost of Services</b>	<b>11,524</b>	<b>12,185</b>	<b>661</b>	
Finance & Assets: Capital Financing (*)	506	423	(83)	Savings
<b>Net Expenditure</b>	<b>12,030</b>	<b>12,608</b>	<b>578</b>	
NB. * Finance & Assets are allocated to this item, but this item (Minimum Revenue Provision) is dependent on other services actioning the capital programme.				

- 3.4 It should be noted that the categorisation of services by Director is based on the organisation structure used for setting the 2022/23 budget. Some line management arrangements have changed since then with Legal and Corporate Services now reporting to the Interim Deputy Chief Executive, and Economy & Business reporting to the Director for Communities and Wellbeing.

### Inflationary and Non-Inflationary Costs

- 3.5 Of the £578k pressures noted in 3.3, some are directly related to inflationary (cost-of-living impacts) whereas others are due to underachievement of savings or variances related to normal operational delivery. A summary of these is shown below and detailed in **Appendix 5**:

3.5.1	Inflationary variances	£321k
3.5.2	Underachievement of savings	£564k
	Less	
3.5.3	Normal operational delivery (saving)	£307k

### Inflationary Costs

- 3.6 **Pay Award** The agreed increase of a flat £1,925 across all spinal points was paid (year to date) in the November pay run, for a grade 2 post this represents an increase of 9.6% whereas for the Chief Executive this represents 1.6%. This was above the budgeted provision by £279k, members will recall that as part of the budget they approved the following employee pay indices for 2022/23 and for each year of the MTFS.

2022/23:	1.75%
2023/24:	2.0%
2024/25:	2.0%
2025/26:	2.5%
2026/27	2.5%

Given the current high inflation economic environment, the draft budget for 2023/24 and future years will use increased pay indices.

- 3.7 **Inflation** A review of the impact of inflation on the Council's expenditure has concluded that there will be no impact during 2022/23 on the Council's major revenue contracts, except for energy costs, where an increase of 20% has been included. Wider impact of the cost-of-living crisis could lead to non-collection of rates and other debts.

### **Underachievement of Savings**

- 3.8 **Senior Management review:** The review of the "target operating model" (the way the Council operates) was delayed because of the Council decision to investigate the sharing of senior management. Savings of £353k were identified in the budget but now only £49k are forecast to be achieved during 2022/23.
- 3.9 **Development Management:** At the time the budget was being set the Council was exploring the potential to share services with another Leicestershire District Council which would have generated a saving of £94k; unfortunately, this proposition is no longer being taken forward, although alternatives are being investigated.

### **Potential Mitigations**

- 3.10 The Council currently holds considerable capital receipts. In 2021/22 the council used revenue and capital receipts in financing its capital programme in place of internal borrowing. This saved the Council £58k in 2022/23 due to reduced capital financing (minimum revenue provision). Currently it looks likely that capital receipts can be used for financing, in place of borrowing, for 2023/24. It is currently considering applying those receipts to mitigate some of the current revenue capital financing costs. If this is the case, it will save the Council approximately £441k over the remaining period of the current MTFS (2023/24 to 2026/27).
- 3.11 As part of budget setting for 2023/24 (and subsequent years) and to mitigate the current in-year budget pressures additional ongoing savings were offered by Service Managers which reduced the £1.041m forecast overspend at Quarter 1 to a forecast of £810k overspend at Quarter 2. This was achieved by considering both savings and income generation opportunities. The forecast overspend at Quarter 2 has reduced to £578k at Quarter 3 mostly because of increased investment income due to increasing interest rates.

### **Reserves**

- 3.12 Inevitably as the Council progresses through any year its use of reserves will flex depending on the macro and micro economic climate that the Council finds itself in and its need to meet corporate priorities and statutory obligations.

- 3.13 As required by the Reserves Strategy, considering the 2022/23 forecast overspend of the revenue budget, Cabinet is asked to note that through the active management of reserves that the General Fund (Unallocated) Reserve is maintained at 20%, the approved minimum level of reserves.
- 3.14 Further, Cabinet will recall that when the budget was set in February 2022, no contribution from reserves was needed. With the various budget changes noted within this report, including the additional pay award, there is now a “budget gap” of £578k (**Appendix 3**). At 31 March 2022, the Council had revenue reserves totalling £15.7m; however not all these reserves are useable and these are shown in **Appendix 4**. Of these reserves, £6.1m are potentially useable and sufficient to meet the in-year pressure.
- 3.15 In a worst-case scenario if the Council took no action to address this £578k budget pressure, it is estimated the pressure would exceed £6m over the MTFS, a reduction of £2m from Quarter 2, see **Appendix 5**, and deplete the usable reserves.

### Capital Programme

- 3.16 The Capital Programme for **2022/23** totals £11.8m, of which £4.3m was brought forward from previous years and £7.5m is in respect of new initiatives for 2022/23. The forecast outturn is an underspend of £300k and proposed slippage of £5,997k to future years. A summary variance analysis is shown in **Table 2**, and a detailed analysis, with associated commentary, is shown in **Appendix 6**.

Summary of 2022/23 Capital Budget Variance Greater than £25,000						Table 2
Service		Updated Budget £000	Forecast Outturn £000	Variance £000      %		Commentary
Capital Projects		5,868	5,568	(300)	-5%	Welland Park toilet refurbishment (£129k), ICT Channel shift projects (£98k), LADS energy efficiency schemes (£73k)

## 4. Implications of Decisions

### Corporate Priorities

- 4.1 The contents of this report evidence that the Council is delivering the corporate priorities identified in the Corporate Plan 2022 – 2031.

### Financial

- 4.2 This report gives the outturn position for the council's 2022/23 revenue and capital budgets, and provides assurance that the financial health of the organisation is being actively managed.

### Legal

- 4.3 The Council is legally required to set and manage a balanced budget.

### Policy

- 4.4 No policy issues arise directly from this report.

## **Environment**

4.4 No environmental issues arise directly from this report.

## **Risk Management**

4.5 It is important to monitor the position against budget in order to ensure any issues can be addressed appropriately and in a timely manner.

## **Equalities Impact**

4.6 No equalities issues arise directly from this report.

## **Data Protection**

4.7 No data protection issues arise directly from this report.

## **Summary of Consultation and Outcome**

4.8 Consultation has been undertaken with the Portfolio Holder.

## **5. Alternative Options Considered**

5.1 Not applicable.

## **6. Background papers**

6.1 None.



## Summary Revenue Budgets and Capital Programme for 2022/23 Budget and MTFS (2023/24 to 2026/27)

<b>REVENUE</b>					
<b>Approved 2022/23 Budget &amp; Medium-Term Financial Strategy (2023/24 to 2026/27)</b>					
	<b>2022/23 £000</b>	<b>2023/24 £000</b>	<b>2024/25 £000</b>	<b>2025/26 £000</b>	<b>2026/27 £000</b>
<b>Net Direct Cost of Services</b>	<b>11,064</b>	<b>10,942</b>	<b>11,094</b>	<b>11,896</b>	<b>12,708</b>
Capital Financing	506	541	741	819	907
<b>Net Expenditure</b>	<b>11,570</b>	<b>11,483</b>	<b>11,835</b>	<b>12,715</b>	<b>13,615</b>
Contributions to/(from) Reserves					
- General Reserves	0	0	0	(551)	(1,962)
- Earmarked Reserves	1,428	(1,451)	(725)	(804)	(31)
	<b>1,428</b>	<b>(1,451)</b>	<b>(725)</b>	<b>(1,355)</b>	<b>(1,993)</b>
<b>Budget Requirement</b>	<b>12,998</b>	<b>10,032</b>	<b>11,110</b>	<b>11,360</b>	<b>11,622</b>
Total Grants	(6,344)	(3,020)	(3,749)	(3,675)	(3,601)
<b>Council Tax Requirement</b>	<b>6,654</b>	<b>7,012</b>	<b>7,361</b>	<b>7,685</b>	<b>8,021</b>

<b>CAPITAL PROGRAMME</b>					
<b>Approved 2022/23 Budget &amp; Medium-Term Financial Strategy (2023/24 to 2026/27)</b>					
	<b>2022/23 £'000</b>	<b>2023/24 £'000</b>	<b>2024/25 £'000</b>	<b>2025/26 £'000</b>	<b>2026/27 £'000</b>
<b>Capital Projects</b>					
CCTV	20	20	20	20	20
Harborough Innovation Centre	20	20	20	20	20
Housing & Homelessness Schemes	650	0	0	0	0
Lightbulb (Disabled Facilities Grants) & Other Social Services	420	420	420	420	420
Leisure, Open Spaces & Play	3,586	3,600	3,100	1,000	150
Corporate Buildings	222	375	1,000	5,000	0
Car Parks & Similar Facilities	90	400	400	0	0
Economic Development	0	0	0	0	0
Capital Works-S.106	250	250	250	250	250
ICT & Transformation	2,205	175	0	0	0
<b>Total</b>	<b>7,463</b>	<b>5,260</b>	<b>5,210</b>	<b>6,710</b>	<b>860</b>
<b>Sources of Finance</b>					
External Funding & Grants	1,626	1,820	3,328	1,270	720
Capital Receipts	3,926	500	450	50	50
Service Charges	6	6	6	6	6
Direct Revenue Financing	1,330	100	0	0	0
Unsupported Borrowing (MRP)	575	2,834	1,426	5,384	84
<b>Total</b>	<b>7,463</b>	<b>5,260</b>	<b>5,210</b>	<b>6,710</b>	<b>860</b>

<b>2022/23 Revenue Forecast Outturn and Variance Analysis by Portfolio &amp; Director Service Categorisation</b>	<b>Appendix 2</b>
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2021/22 Outturn	Service Analysis - BY PORTFOLIO	Original Budget	Approved Budget Increases	Virements & Reserve Movements	Updated Budget	Forecast Outturn	Variance	
£000		£000	£000	£000	£000	£000	£000	
3,007	Finance	2,353	0	136	2,489	2,119	(370)	-15%
4,218	Planning, Environment & Waste	4,986	0	65	5,051	5,589	538	10.7%
890	Wellbeing, Communities & Housing	1,270	0	(9)	1,261	1,217	(44)	-3.5%
588	Strategy (aka Planning & Regeneration)	670	0	157	827	763	(64)	-7.7%
2,652	Corporate & Regulatory Services	1,785	0	111	1,896	2,497	601	31.7%
<b>11,355</b>	<b>Net Direct Cost of Services</b>	<b>11,064</b>	<b>0</b>	<b>460</b>	<b>11,524</b>	<b>12,185</b>	<b>661</b>	<b>5.7%</b>
452	Capital Financing	506	0	0	506	423	(83)	-16.4%
<b>11,807</b>	<b>Net Expenditure</b>	<b>11,570</b>	<b>0</b>	<b>460</b>	<b>12,030</b>	<b>12,608</b>	<b>578</b>	<b>4.8%</b>

2021/22 Outturn	Service Analysis - BY DIRECTOR	Original Budget	Approved Budget Increases	Virements & Reserve Movements	Updated Budget	Forecast Outturn	Variance	
£000		£000	£000	£000	£000	£000	£000	
1,532	Interim Chief Executive	2,196	0	108	2,304	2,252	(52)	-2%
3,104	Interim Deputy Chief Executive (Finance, ICT & Assets)	2,439	0	171	2,610	2,684	74	2.8%
1,275	Governance	0	0	0	0	0	0	0.0%
5,433	Communities	5,924	0	(9)	5,915	6,069	154	2.6%
11	Planning	505	0	190	695	1,180	485	69.8%
<b>11,355</b>	<b>Net Direct Cost of Services</b>	<b>11,064</b>	<b>0</b>	<b>460</b>	<b>11,524</b>	<b>12,185</b>	<b>661</b>	<b>5.7%</b>
452	Capital Financing	506	0	0	506	423	(83)	-16.4%
<b>11,807</b>	<b>Net Expenditure</b>	<b>11,570</b>	<b>0</b>	<b>460</b>	<b>12,030</b>	<b>12,608</b>	<b>578</b>	<b>4.8%</b>

2021/22 Outturn	Reconciliation to Council Tax Requirement	Original Budget	Approved Budget Increases	Virements & Reserve Movements	Updated Budget	Forecast Outturn	Variance	
£000		£000	£000	£000	£000	£000	£000	
<b>11,807</b>	<b>Net Expenditure</b>	<b>11,570</b>	<b>0</b>	<b>460</b>	<b>12,030</b>	<b>12,608</b>	<b>578</b>	<b>4.8%</b>
	Contributions to/(from) Reserves							
(1,636)	- General Reserves	0	0	0	0	(578)	(578)	0.0%
3,577	- Earmarked Reserves	1,428	0	(460)	968	968	0	0.0%
<b>1,941</b>		<b>1,428</b>	<b>0</b>	<b>(460)</b>	<b>968</b>	<b>390</b>	<b>(578)</b>	<b>-59.7%</b>
<b>13,748</b>	<b>Budget Requirement</b>	<b>12,998</b>	<b>0</b>	<b>0</b>	<b>12,998</b>	<b>12,998</b>	<b>0</b>	<b>0.0%</b>
(7,459)	Corporate Funding & Grants	(6,344)	0	0	(6,344)	(6,344)	0	0.0%
<b>6,289</b>	<b>Council Tax Requirement</b>	<b>6,654</b>	<b>0</b>	<b>0</b>	<b>6,654</b>	<b>6,654</b>	<b>0</b>	<b>0.0%</b>

Original Budget £000	2022/23 Reserve Movements		Appendix 2 (continued)			
		Updated Actuals 31.03.22 £000		Updated Budget £000		Forecast Outturn £000
	<b>&gt; General Fund (Unallocated) Reserve</b>					
2,741 0 (450) 2,291	b/f Cont from/(to) Services Cont from/(to) Budget Surplus Reserve c/f	2,361		2,361 0 (70) 2,291		2,361 (578) 739 2,522
11,570 (117)	Net Expenditure - CV19 adjustment 1 - Earmarked Res	11,570		11,570 (117)		12,608
11,453 2,291 Yes	Min Level Reserves Gen Fund Minimum @ 20% <b>Are Reserves maintained at 20% of Net Expenditure</b>			11,453 2,291 Yes		2,522 Yes
	<b>&gt; Earmarked Reserves</b>					
0 450 (450) 0	<b>Budget Surplus Reserve</b> b/f Cont from/(to) General Fund Cont from/(to) Earmarked Reserves c/f	0	(380) 380	0 70 (70) 0		0 (739) 739 0
7,825 (4,935) (733) 0 2,157	<b>CV19 Internal Recovery Reserve</b> b/f Cont from/(to) Services Cont from/(to) Corp Funding & Grants Cont from/(to) Earmarked Reserves c/f	4,171	3,297	4,171 (4,935) (733) 3,297 1,800		4,171 (4,935) (733) 3,297 1,800
691 300 2,278 450 75 3,794	<b>Projects, Risk &amp; Smoothing Reserve</b> b/f Cont from/(to) Services Cont from/(to) Corp Funding & Grants Cont from/(to) Budget Surplus Earmarked Reserve Cont from/(to) Earmarked Reserves c/f	1,050	(380)	1,050 300 2,278 70 75 3,773		1,050 300 2,278 (739) 75 2,964
748 0 0 748	<b>Capital &amp; Contract Reserve</b> b/f Cont from/(to) Budget Surplus Earmarked Reserve Cont from/(to) Services c/f	1,887	(460)	1,887 0 (460) 1,427		1,887 0 (460) 1,427
2,067 (1,000) 1,067	<b>Transformation Reserve</b> b/f Cont from/(to) Earmarked Reserves c/f	1,837		1,837 (1,000) 837		1,837 (1,000) 837
1,447 425 1,872	<b>Community, Economic &amp; Infrastructure Reserve</b> b/f Cont from/(to) Earmarked Reserves c/f	1,447	(872)	1,447 (447) 1,000		1,447 (447) 1,000
2,357 500 2,857	<b>Commercial Investment Reserve</b> b/f Cont from/(to) Earmarked Reserves c/f	2,934	(2,424)	2,934 (1,924) 1,010		2,934 (1,924) 1,010

Commentary on 2022/23 Budget Variances Greater than £25,000, by Director Service Categorisation			Appendix 3
Service	Directorate Variance £000	Total £000	Detailed Service Variance
			Commentary
<b>Interim Chief Executive</b>	(52)		
Legal Services		84	£60k staffing including redundancy costs and agency above budgets for vacant posts, plus £26k legal costs for planning appeals above available budget
Land Charges		(43)	£48k payment from HM Land Registry for moving land charges register.
Market Hall		59	Income continuing downward trend £56k, energy inflation £17k less saving on salaries £14k as Manager working on Town centre
Deputy Chief Executive		(35)	3 month saving in vacancy
Harborough Innovation Centre		(117)	Income (hire of facilities and recharges) £110k above budget plus various smaller savings less energy inflation £7K
Cumulative variances less than £25k		0	
<b>Interim Deputy Chief Executive (Finance, ICT &amp; Assets)</b>	74		
Human Resources		29	Legal costs
Finance Services		85	Some initial delays in new finance system project have had a knock-on effect on the planned restructure savings of £118k - now only anticipating savings for 4 months - from Dec 2022
Interest & Investment Income		(500)	£300k savings agreed at quarter 2, increased again due to rising interest rates
Quick Response Team		74	Unbudgeted cost of team.
Control Centre		32	Income not achieving expected levels £18k, one off rental payment £7k and smaller overspends
Director: Finance, ICT & Assets		(61)	Saving generated as post holder acting as Interim Deputy Chief Executive
Director: Finance, ICT & Assets		(40)	Carry forward towards council chamber virtualisation project will need carrying forward again at year end
Corporate Savings - pay increase		(164)	Original budget for pay increase of 1.75%
Corporate Savings - other savings		515	£304k target operating model savings will not be achieved in 2022/23, plus £76k of cross cutting savings. £135k of vacancy savings matched by vacancy savings in individual cost centres.
Major Emergencies		(63)	ERDF funding received relating to 2020/21 Covid expenditure.
Strategic Partnership		31	Not in original budget
The Symington Building		39	£17k on soft services, £25k on income over accrued for 21/22, £13k on electricity, £8k on other smaller variances less underspend of rates due to refund of £24k
Cumulative variances less than £25k		97	
<b>Communities</b>	154		
Customer Services		89	£60k Netcall contract system previously under capital budget. £20k additional cost of call centre staff
Communication		(40)	£12k savings agreed plus £28k additional savings from vacant posts
Carparking		239	Car park fee income down £243k, permit income down £16k and supplies, mainly Pay by phone costs up by £20k
On Street Car Parking		(37)	Vacancies
Temporary Accommodation		34	£22k expected shortfall in accommodation charges, £12k overspend on premises including overrun on essential gas and fire safety works
Cumulative variances less than £25k		(131)	
<b>Planning</b>	485		
Development Control		458	Additional £191k down in fees and £39k down on advice this quarter on top of £203k highlighted in quarter 2 plus impact of pay rise (£94k shared service not proceeded with, £108k down on income)
Neighbourhood Planning		31	Neighbourhood plan costs
Cumulative variances less than £25k		(4)	
<b>Finance &amp; Assets: Capital Financing</b>	(83)		
IT Services		(25)	Agreed saving - capitalisation of IT time on capital projects.
Minimum Revenue Provision		(58)	Agreed saving - recalculation of MRP.
Cumulative variances less than £25k		0	
<b>Net Expenditure</b>	<b>578</b>	<b>578</b>	

General Fund Reserves, 31 <sup>st</sup> March 2022				Appendix 4
Reserve	Balance (£m)		Purpose	Useable / Unusable
General Fund (Unallocated Reserve)	2.4		Emergency funding (20% of net expenditure)	Unusable
<b>Earmarked Reserves</b>	<b>13.3</b>			
CV19	4.2		To meet known costs relating to the Coronavirus Pandemic.	Unusable, as it is mainly TIG grant to meet current and next year Collection Fund deficits.
Projects, Risks & Smoothing	1.1		To meet known future pressures, primarily the Local Plan.	Unusable, as this is funding set-aside to meet known future costs.
Capital & Contracts	1.9		To meet known capital and revenue contract costs.	Unusable, as this is funding set-aside to meet known future costs.
Transformation	1.8		To meet costs relating to the current transformation programme.	Usable, but this would not be available to meet costs of transformation.
Community, Economic & Infrastructure	1.4		To meet potential costs relating to community etc development.	Usable, but this would not be available to meet the costs of community development.
Commercial Investment	2.9		To meet potential costs where investments will generate a return; £900k of this is potentially committed to co-fund the Levelling-Up Fund Bid.	Usable, but this would not be available to support the costs of commercial investment.
<b>Total</b>	<b>15.7</b>			

Potential Medium-Term Impact of Cost/Inflationary Pressures								Appendix 5	
	In-Year Pressures			Potential Impact if No Mitigation				Cumulative Impact over MTFS	Reasoning
	2022/23			2023/24	2024/25	2025/26	2026/27		
	Saving £000	Cost £000	Net £000						
Inflation									
Pay	(164)	443	279	279	279	279	279		budget used to support pay rise in services Assume 20% 2023/24, 10% 2024/25
Utility Bills	0	42	42	42	21	0	0		
	(164)	485	321	321	300	279	279	1,923	
Underachievement of Savings									
Senior Management Review (TOM)	0	304	304	287	287	287	287		remains in base budget
Cross Cutting Savings	0	76	76	0	0	0	0		Saving achieved Cost will need meeting in future years
Vacancy Savings	(135)	135	0	0	0	0	0		
Quick Response Team	0	74	74	72	72	72	72		
Committee Servicing	(22)	38	16	0	0	0	0		
Development Management Shared Service	0	94	94	94	94	94	94		
	(157)	721	564	453	453	453	453	2,821	
Normal Operational Delivery									
Corporate Administration	(30)	37	7	0	0	0	0		Anticipating permanent reduction in demand
Legal Services	0	84	84	0	0	0	0		
Land Charges	(43)	0	(43)	0	0	0	0		
Deputy Chief Executive	(35)	0	(35)	0	0	0	0		
Market Hall	0	42	42	0	0	0	0		
Finance	0	85	85	0	0	0	0		
Human Resources	0	29	29	0	0	0	0		
IT Services	(34)	47	13	0	0	0	0		
Interest & Investment Income	(500)	0	(500)	0	0	0	0		
Control Centre	0	32	32	0	0	0	0		
Director: Finance etc	(101)	0	(101)	0	0	0	0		
Carparking (lost income)	0	239	239	296	296	296	296		
Carparking	(37)	0	(37)	0	0	0	0		
Development Management (underachievement of income)	0	364	364	0	0	0	0		
Harborough Innovation Centre	(129)	0	(129)	0	0	0	0		
ERDF funding	(63)	0	(63)	0	0	0	0		
Strategic Partnership	0	31	31	0	0	0	0		
The Symington Building	(7)	33	26	0	0	0	0		
Customer Services	0	89	89	60	60	60	60		
Communication	(40)	0	(40)	0	0	0	0		
Temporary Accommodation	0	34	34	0	0	0	0		
Housing Services	(24)	0	(24)	0	0	0	0		
Neighbourhood planning	0	31	31	0	0	0	0		
MRP saving	(58)	0	(58)	0	0	0	0		
IT Services - capitalisation	(25)	0	(25)	0	0	0	0		
Variances less than £25k	(45)	(314)	(358)	0	0	0	0		
	(1,171)	864	(307)	356	356	356	356	1,290	
Total - Quarter 3	(1,492)	2,070	578	1,130	1,109	1,088	1,088	6,034	
Total - Quarter 2	(908)	1,718	810	1,450	1,358	1,552	1,831	8,042	
Variance Quarter 2 to Quarter 3	(584)	352	(232)	(320)	(249)	(464)	(743)	(2,008)	

2022/23 Capital Forecast Outturn and Variance Analysis									Appendix 6
Capital Projects	Original Budget	Virements & Reserve Movements	Proposed Slippage to 2023/24	Proposed Updated Budget	Actual to Quarter 3	Forecast Outturn	Variance		Commentary
	£000	£000	£000	£000	£000	£000	£000		
<b>Capital Projects Approved in previous years (either</b>									
CCTV	20	30	0	50	48	50	0	0%	CCTV schemes underway
Harborough Innovation Centre	20	0	0	20	5	20	0	0%	Various building works
Housing & Homelessness Schemes	927	0	(761)	166	50	166	0	0%	Roman Way in planning phase. Plowmans Yard development out to tender
Lightbulb (Disabled Facilities Grants) & Other Social Services	732	0	0	732	460	659	(73)	-10%	Delivered through Lightbulb partnership and on track. Underspend relates to LADS grant funded schemes
Leisure, Open Spaces & Play	4,449	0	(3,097)	1,352	35	1,223	(129)	-10%	New Leisure provision procurement was moved out to 2024 due to contract extension. Spend on leisure dependent on new leisure provider so slipped to future years. Underspend relates to lower costs for Welland Public toilet refurbishments.
Corporate Buildings	513	22	(488)	47	32	47	0	0%	Symington Building ventilation scheme put on hold awaiting outcome of review of TSB future usage. New depot project underway - pull budget forward from future years allocations.
Car Parks & Similar Facilities	619	0	(87)	532	17	532	0	0%	Covers EV points at car parks plus budget b/f for the coach park
Economic Development	528	0	(528)	0	0	0	0	0%	Lutterworth TC Heritage Zone plan
Capital Works-S.106	1,623	0	0	1,623	964	1,623	0	0%	Community grants funded through s106 contributions
ICT & Transformation	2,382	0	(1,036)	1,346	620	1,248	(98)	-7%	All principle projects underway (new finance and assets system, ICT transformation programme, customer call centre in-sourcing). Underspend in relation to channel shift Netcall related projects
<b>Total</b>	<b>11,813</b>	<b>52</b>	<b>(5,997)</b>	<b>5,868</b>	<b>2,229</b>	<b>5,568</b>	<b>(300)</b>	<b>-5%</b>	
<b>Sources of Finance</b>									
External Funding & Grants	4,000		(615)	3,385	1,473	3,085	(300)	-9%	
Capital Receipts	4,054	0	(1,629)	2,425	620	2,425	0	0%	
Service Charges	6	0		6	5	6	0	0%	
Direct Revenue Financing	1,330	0	(1,330)	0	0	0	0	0%	
Unsupported Borrowing (MRP)	2,423	52	(2,423)	52	131	52	0	0%	
<b>Total</b>	<b>11,813</b>	<b>52</b>	<b>(5,997)</b>	<b>5,868</b>	<b>2,229</b>	<b>5,568</b>	<b>(300)</b>	<b>-5%</b>	





# Harborough District Council

## Report to Cabinet Meeting of 6 March 2023



<b>Title:</b>	<b>Report 2: Leadership and collaboration: Waste and Environmental Maintenance Services</b>
<b>Status:</b>	Public
<b>Key Decision:</b>	No
<b>Report Author:</b>	Russell Smith, Head of Environmental Services Vicki Jessop, Director of Communities and Wellbeing Michelle Howard, Director for Housing and Communities, Deputy Chief Executive, Melton Borough Council
<b>Portfolio Holder:</b>	Cllr Jonathan Bateman, Planning, Environmental Services and Waste Management, Deputy Leader of the Council Cllr Alison Freer, Portfolio Holder for Climate, Access and Engagement (Melton Borough Council)
<b>Appendices:</b>	1 – HDC Environmental Services Team Structure 2 – MBC Environmental Services Team Structure

### Summary

- i. In line with our corporate vision, which is working with our communities, we will build a future for the people of Harborough district that gives them the best life chances and opportunities through: The Covid-19 pandemic has really altered the way that public services are provided. The Council will continue to focus on improving the experience of our customers by looking at the needs of people in our communities, and the places they live in, and to focus on improving how residents interact with the council – everything from waste collection to making a planning application – making sure that we can improve and maintain services for everyone into the future.
- ii. To support the services that Harborough and Melton delivers, there have been discussions on the sharing of the management of the two Environmental Services Teams.
- iii. The initial 6 months is to share the Head of Environmental Services at Harborough District Council, to manage the two authority's Environmental Services Teams, along with sharing of the Team Leader for Waste Services, Team Leader for Street Cleansing and Grounds Maintenance and Lead Officer for Melton.
- iv. The aim of this joint working is to increase resilience, improve finances and continue the same expected level of services. There will be the ability to share experiences and expertise, and this continues the work that has been in place since February 2022, for the Leicestershire Waste Strategy. This report covers the full sharing of those services across the two councils at Management level.
- v. The initial work will be a trial for 6 months to see how this works, in terms of workloads and what joint synergies could be explored further. This will allow the

Head of Service to gain a better understanding of the services at Melton Borough Council and the delivery of those services across the Borough. After 6 months a review will be undertaken to make any suggested changes, across the two authorities and make the change permanent.

- vi. After which a section 113 notice will need to be put in place for the Head of Service to operate legally within the Melton boundary.

## Recommendations

vii. **Cabinet is requested to:**

1. **Authorise leadership collaboration for Waste and Environmental Maintenance Services, through a shared Head of Service / Assistant Director for Waste and Environment, for an initial 6-month period from 1st April 2023 with Melton Borough Council.**
2. **Delegate to the Director for Housing and Communities, in consultation with the Chief Executive, Director for Corporate Services and Portfolio Holder for Planning, Environmental Services and Waste Management authority to:**
  - a. **Agree the terms of the reciprocal arrangement for leadership collaboration with Melton Borough Council and record the same in a memorandum of understanding;**
  - b. **Determine and conclude the practical actions required to give lawful effect to the leadership collaboration agreement;**
  - c. **Review the leadership collaboration arrangements by 1 October 2023; and**
  - d. **Determine whether to continue, by agreement with Melton Borough Council, the leadership collaboration arrangements;**
  - e. **Determine whether to extend the scope of the leadership collaboration;**

## Reasons for Recommendations

- viii. Sharing of services with a partner has been actively considered and explored to build capacity and mitigate against future staffing issues or specific operation pressures.
- ix. By sharing resources, ideas, campaigns and good working practices, there will be the ability to make savings and save officer time, furthering the following objectives:
- strengthening each council and promoting shared leadership of the two authorities and shared working within Leicestershire as a whole.
  - enhancing organisational effectiveness: opportunity to share learning and good practice and through collaboration whilst increasing service resilience, stability and effectiveness.
  - increasing opportunities for job enrichment, growth and development and improve recruitment and retention.
  - improving financial resilience: realising efficiencies through joint working, reducing duplication, increasing purchasing power and achieving greater value for money.

- procurement efficiencies

- x. The scope of this arrangement is limited to operational matters only. There will be no impact upon strategic and policy oversight of the council.

## 1. Purpose of Report

- 1.1 To invite Cabinet to endorse the sharing of Harborough District Council's Head of Environmental Services and three Team Leaders with Melton Borough Council ("MBC") through leadership collaboration.

## 2. Background

- 2.1 Similar to other local authorities across the country, the council faces significant revenue financial pressures. These pressures result in the need for efficiencies to be found from services across the organisation.
- 2.2 As a District Council, Harborough District Council ("HDC") is a Waste Collection Authority. The waste function sits within the Environmental Services function alongside grounds maintenance, street cleansing and environmental enforcement.
- 2.3 HDC and MBC are similar size authorities in land coverage and demographics. Each faces similar issues in the delivery of Environmental Services (i.e Waste Management, Grounds Maintenance and Street Cleansing, optional Enforcement and Community Safety). The councils have discussed, at management and staff level what, if any, aspects of the service could be delivered collaboratively. Each operates the same waste collection system - alternate weekly collection of refuse and recycling in addition to a chargeable garden waste service. MBC retains an in-house grounds maintenance team while HDC contracts this function out. Both councils contract out the street cleaning service and use the same company to move recyclate from their respective depots to Casepak.
- 2.4 A joint team workshop considered the strengths and weaknesses of the Environmental Services teams. It identified that collaboration between the councils would allow each to address areas of strength and weakness in their own team. It confirmed that both councils face similar issues and want to:
  - 2.4.1 continue to provide the statutory and non-statutory elements of the services to a high standard for both councils, adhering to all legislation for these areas;
  - 2.4.2 work together on this service area to deliver the benefits that could be realised by:
    - 2.4.2.1 having one manager for the environmental services team;
    - 2.4.2.2 operating as one team with one manager across the two districts;
    - 2.4.2.3 sharing knowledge and expertise
  - 2.4.3 maintain the corporate vision and sovereignty of each council;

### 3. Details

- 3.1 The purpose of collaborative management is to create better resilience, both through financial and staff resources; ensuring the continued expected service levels for both authorities. In this instance, the service areas that are in scope for both councils would be Waste Management, Grounds Maintenance and Street Cleansing. In the event that the collaboration is successful, it is anticipated that a collaborative approach would also be beneficial for each authority in respect of the enforcement function.
- 3.2 This approach will create a better depth of expertise, more strategic oversight and enable both teams to deliver better.
- 3.3 As statutory services, at present both councils each deal with the same or similar issues. Without collaboration, each needs to do the work separately, whereas in reality, one person can undertake the work on behalf of both councils and share the output. It is expected that particular efficiencies can be achieved in re-using or sharing work output for web sites, social media, marketing etc. To explore this further, a skills matrix is being developed to objectively identify the strengths and areas for improvement for both authorities and to recognise the skills and areas of expertise within both teams which can be utilised to the benefit of both authorities.
- 3.4 Public sector staff retention remains challenging, and broadening the scope of opportunity available to staff by operating across a wider geographic area enhances the ability to progress within either authority. Further, there will be a greater opportunity for succession planning, ensuring a supply of suitably experienced staff to step up as vacancies become available within the team.
- 3.5 Shared management creates a one voice approach, but respects the sovereignty of both councils where required. Many issues facing both authorities in the future are collective issues facing all waste collection authorities. Of particular influence will be the implementation of the Government's Waste Strategy, along with the Leicestershire Waste Strategy - both have significant potential impacts for the two authorities.

#### Systems commonality

- 3.6 In terms of shared systems, there are some similarities already between the councils:-
  - 3.6.1 Whitespace – Both Councils uses this system, HDC now use it as a work instruction for FCC and to manage play area inspection. There is an option to explore the use this more at MBC;
  - 3.6.2 Self-service options successfully implemented at HDC can be shared with MBC to improve efficiency;
  - 3.6.3 Website – two different companies are operated currently;
  - 3.6.4 MBC use Uniform to do contractor worksheets
- 3.7 There will also be the option to align shared processes, through better use of Customer Services, reducing the demand on the Environmental Services Team. In addition, the use of shared communications, joint press releases etc.
- 3.8 Both teams currently provide services which achieve high satisfaction ratings with residents, and have good working relationships with their respective contractors by working in partnership.

- 3.9 Implementing collaborative management will allow both councils to explore:
- 3.9.1 Capacity issues at certain operational points during the year;
  - 3.9.2 Tight working schedules;
  - 3.9.3 Managing the expectations of the customers;
  - 3.9.4 Improving Parish relationships and increased demands being met;
  - 3.9.5 Invoicing;
  - 3.9.6** Third party works – commercialisation of services on both sides, Grounds Maintenance
- 3.10 If the proposal is approved, it will be necessary for changes to be made to the employment contracts of employees, to reflect that they could provide professional services to more than one authority, across a wider geographic area. The potential for this has been discussed with employees and the recognised trade unions of each council, with the indication being that the required changes can be implemented by consent. Staff have, to date, welcomed the opportunity to expand the informal mutual aid arrangements with their counterparts at MBC.

### **Reasons for Change**

- 3.11 As part of the ongoing savings and future proof planning for Environmental Services, the council need to find significant savings that are set out in the 2023 MTFS.
- 3.12 Staff recruitment, retention and turnover is an area the council needs to focus on across the organisation and leads to the loss of key skills and knowledge within our services. Within Environmental Services, there are currently 0.5 posts vacant, in addition there will also be some members of staff retiring within the team over the next 2-3 years.
- 3.13 Maintaining service quality in this environment is a challenge, and innovative solutions are required if improvement is to be maintained.

### **Proposal**

- 3.14 To implement a shared management structure for Environmental Services with MBC, sharing some of the existing postholders across the services delivered by both organisations will be required. In practice this means that from 1 April 2023 for a 6-month trial period, the HDC Head of Environmental Services and two HDC Team Leaders would be working across the Environmental Services functions of both districts. This will reduce costs for HDC by securing an income from MBC and give the council access to a wider pool of resources, skills, knowledge and solutions that can support the service. Changes to roles and responsibilities, particularly at Team Leader level, will mitigate the impact of sharing existing management resources across two districts.
- 3.15 Work with MBC to develop this proposal pre-dates the aborted strategic partnership proposal and has always been considered as a separate and natural service alignment. There are many synergies with MBC including policy and response to national or regional changes, processes, internal structures, operations and technologies in place.
- 3.16 Other options considered include a smaller arrangement where just the Service Manager role would be shared, and the 'do nothing' position. These do not deliver comparable benefits for HDC as expected from the preferred option.

### **Outcomes**

- 3.17 A trial leadership collaboration period would be implemented to ensure that the collaboration operates as anticipated and delivers the expected outcomes. This will be from 1 April 2023 until 1 October 2023. The initial outcome of the proposed change would be the implementation of a shared management arrangement for Environmental Services from 1st April 2023 for a 6-month trial period. During this time, it is anticipated that each authority will see an improvement on the processes delivered by both organisations, adopting the most efficient from each respectively.
- 3.18 Annual savings of £31,722 would be delivered to HDC as per the finance section, through MBC's contribution to the Head of Service role provided to MBC.
- 3.19 The collaboration will ensure HDC has access to a much wider pool of staff for Environmental Services, and would be able to draw upon their skills and knowledge to support service delivery and improvement. Similarly, HDC would gain access to IT systems and other solutions in MBC that could be used for improvement.
- 3.20 A plan for cementing successful shared management and for securing further improvements through collaboration would be developed during the trial period. If the 6 month trial period is successful, that plan would then be implemented from October 2023 onwards. The timeline can be summarised as:

	<b>Start</b>	<b>End</b>
Draft agreement with MBC	April 23	September 23
HR changes to HDC roles	March/April 23	To be made permanent
Introduction / 'get to know you'	April 23	April 23
Go live of 6 month trial	April 23	To be made permanent
Develop improvement plans	August 23	N/a
Review of trial period	--	August/September 23
Implementation of improvement plans	October 23	April 24

## 4. Implications

### Corporate Priorities

- 4.1 Priority 1: Community Leadership to Create a Sense of Pride and Belonging. The successes of the Environmental Service Team and Leadership approach can be shared across the two authorities. This will also create savings and efficiencies for both parties.
- 4.2 Priority 3: Creating a Sustainable Environment to Protect Future Generations – CO11, CO12, CO14, CO15, CO16. Through the sharing approach the two councils can make efficiencies that may have benefits for the environment, such as successful joint campaigns on fly-tipping and litter. Procurement of services and exploration of shared fleet.

### Financial

- 4.3 The proposal is for the council and Melton Borough Council to share the Head of Service, Environmental Services role for a period of 6-months.
- 4.4 The detailed elements of the proposal are:

- 4.4.1 For the two HDC Team Leader roles to be uplifted by £4.8k (including oncosts) to reflect the additional responsibility required whilst the Head of Service, Environmental Services works for MBC. This uplift would initially be in the form of an honorarium, pending a full re-grading if the trial period is successful.
  - 4.4.2 The past service (deficit) pension costs (9.1%) are not to be charged to MBC.
  - 4.4.3 Sharing of all costs based on a 66% HDC / 34% MBC split, which is based on the 2023/24 Band D equivalent properties for each council (38,252 and 19,698 respectively).
- 4.5 On a full-year basis and on salaries at the top of grade, the overall saving to HDC will be £32k (34% of Head of Service, Environmental Services and Team Leader uplift).

## **Legal**

- 4.6 Local Government Act 1972, Section 113: Placing of staff of local authorities at disposal of other local authorities. Without prejudice to any powers exercisable apart from this section, a local authority may enter into an agreement with another local authority for the placing at the disposal of the latter for the purposes of their functions, on such terms as may be provided by the agreement, of the services of officers employed by the former, but shall not enter into any such agreement with respect to any officer without consulting him/her.
- 4.7 The Chief Executive is required to “act on behalf of the council on all matters relating to the discharge of the Council’s functions” (Part 3, Section C(1) of the constitution) while Cabinet is responsible for approving agreements to place staff at the disposal of another authority (see Part 3, Section A.1.13 of the constitution).
- 4.8 To enable officers to work across both council areas, appropriate delegations of authority will need to be made by each council.

## **Policy**

- 4.9 Harborough has a bin policy in place for how carrying out waste collections, bins sizes issued etc, this would remain in place for Harborough.
- 4.10 Other policies such as the tree policy would also remain for Harborough, there could be options to align both of the above in time.
- 4.11 The Leicestershire Waste Management Strategy would also be applicable for both authorities.
- 4.12 Each authority has several policies and procedures to support the delivery of the services. Working together is an opportunity to align these policies and procedures to avoid duplication which will improve the efficiency of both services.

## **Environment**

- 4.13 The ability to share officer resource and deploy officers in the most efficient manner possible is expected to help minimise the extent of travel by officers, but it is recognised that the services provided by the Environmental Services Team necessarily requires travel around the area. Consideration of environment issues such as climate change and carbon emissions will be taken into account as the joint arrangements are implemented and developed however at this stage it is unknown what impact the proposal will have on the commitment to deliver a net zero council by 2030.

## Risk Assessment

- 4.14 Whilst the informal arrangement which has been in operation since February 2022, for the Leicestershire Waste Management Partnership, has worked well, there is a risk that the formal arrangement will raise the expectations and demands on the Head of Service officer beyond the agreed split.
- 4.15 It is recognised that the demands will vary throughout the year, depending on circumstances and it is important to build in the review after 6 months as an opportunity for both authorities to reflect on the true impact of sharing the post, as well as identifying future opportunities.
- 4.16 In respect of staff, the risk is that the desired benefits do not materialise. That would leave the council with a statutory service with known single points of failure and concerns over retention and recruitment. The implementation of the collaborative delivery of services has been identified as the best mitigation that can be adopted by the council in the current circumstances. In the longer term, the joint arrangement will allow the service to take a more focused and strategic approach to career development, which will hopefully enable the council to strengthen resilience and succession arrangements by growing its own future officers and retaining them when they qualify.
- 4.17 The overall risk rating for this project is low/medium level with a 2 for likelihood x 3 for impact on scoring based on the delivery of the sharing approach

Overall Risk Rating						
Impact	5	A (5)	A/R (10)	A/R (15)	R (20)	R (25)
	4	A/G (4)	A (8)	A/R (12)	R (16)	R (20)
	3	A/G (3)	A (6)	A (9)	A/R (12)	A/R (15)
	2	G (2)	A/G (4)	A (6)	A (8)	A/R (10)
	1	G (1)	G (2)	A/G (3)	A/G (4)	A (5)
		1	2	3	4	5
Likelihood						

## Equalities Impact

- 4.18 There will no additional equalities issues faced by this report.
- 4.19 There is a current equalities impact assessment for this service area available online.

## Data Protection

- 4.20 No issues of data protection identified; the authorities respectively will have guidance in place which will be adhered to.



## **Consultation**

- 4.21 Initial conversations have taken place with both parties, and a memorandum of understating will be created between both councils. Formal consultation will be required in respect of changes to job descriptions and terms and conditions of employment if the joint arrangement is formalised. This process will be supported by the HR team.
- 4.22 The relevant portfolio holders have been consulted throughout the operation of the informal arrangements for sharing the Head of Service, and in respect of the proposal to formalise the arrangement.
- 4.23 It is not considered necessary to consult with the wider public or members as the proposal is concerned with operational delivery of the statutory service and no reduction in service is anticipated.

## **5. Alternative Options**

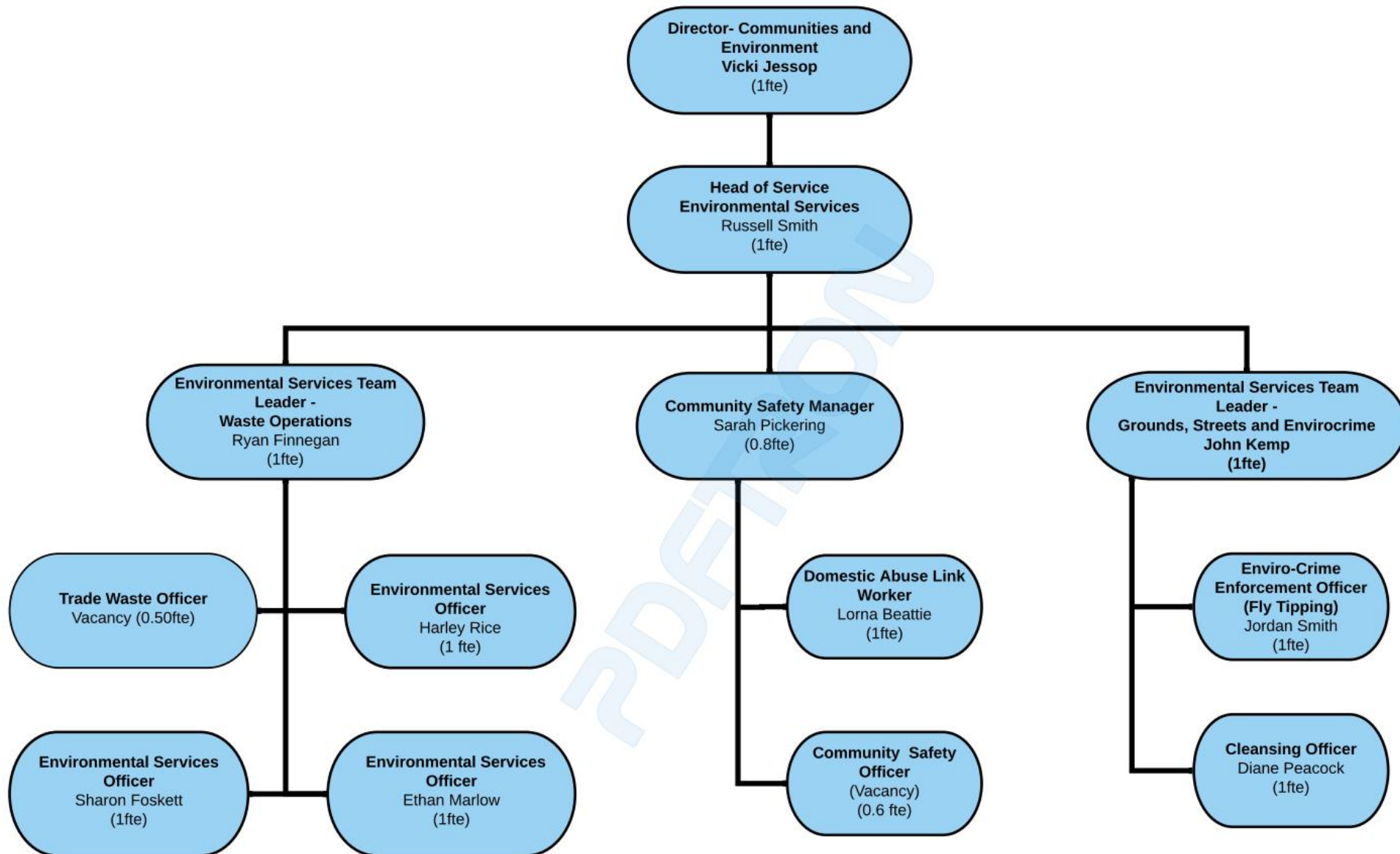
- 5.1 Not to share the Head of Service – Ruled out as the synergies for the sharing have made the project become a serious option to be considered.
- 5.2 To share the Head of Service Only – This was considered but felt, the better option to ensure maximum success in the delivery of the project was to go with the latter option
- 5.3 To share the Head of Service and part share the Team Leaders – This will ensure that the project can start well, resources and skills can be shared better between teams and that the Head of Service capacity can be covered by the team leaders.

## **6. Background papers**

- 1.1 N/A

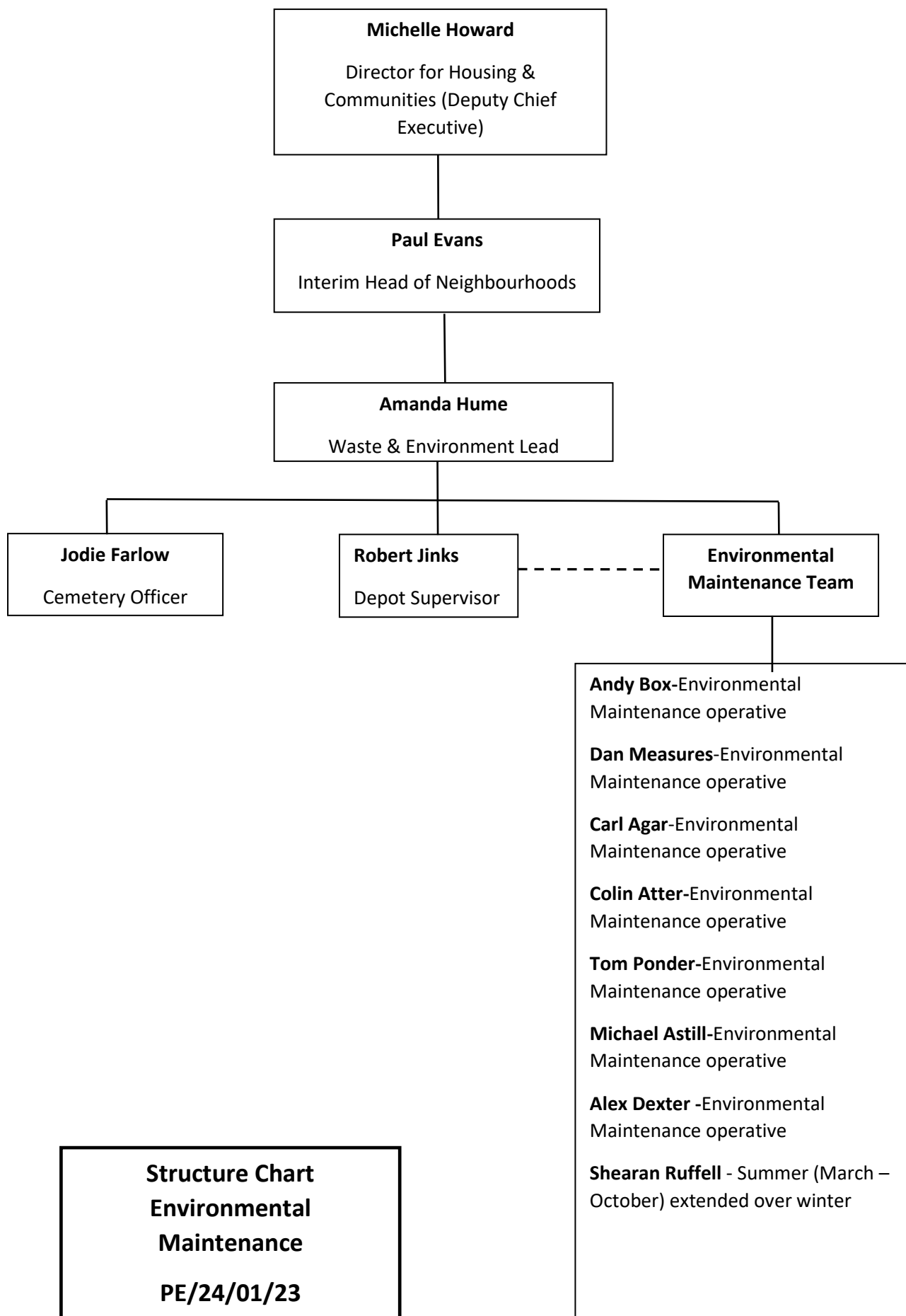


## Environmental Services Structure



Excludes CMT  
Headcount = 12  
FTE = 10.9







## Harborough District Council



### Report to Cabinet Meeting of 6 March 2023

<b>Title:</b>	<b>Report 3: Collaboration of Regulatory Services</b>
<b>Status:</b>	Public
<b>Key Decision:</b>	No
<b>Report Author:</b>	Elaine Bird, Head of Regulatory Services Vicki Jessop, Director of Communities and Wellbeing
<b>Portfolio Holder:</b>	Cllr Jonathon Bateman, Planning & Environment, Deputy Leader Cllr Paul Dann, Corporate & Regulatory Services Cllr Simon Whelband, Wellbeing, Communities & Housing
<b>Appendices:</b>	

### Summary

- i. In line with the council's corporate vision and the furtherance of operational mutual aid provided between the council and Melton Borough Council since July 2022, discussions have taken place in respect of formalising the operational joint working provided by the Head of Regulatory Services to Melton Borough Council.
- ii. The joint working to date has been proved to increase resilience of the regulatory teams within both councils as well as maintaining financial performance and service levels. The councils continue to share experiences and expertise for their mutual benefit, and wish to record the informal arrangements that have been in place on a more formal basis.
- iii. It is proposed that a formal arrangement will commence on 1 April 2023 and be reviewed after 12 months including a review of any wider sharing opportunities within the teams. The mechanism for this arrangement is proposed to be via an agreement under section 113 of the Local Government Act 1972. This is required to enable the Head of Regulatory Services to operate legally within the Melton Borough Council district.
- iv. A reciprocal arrangement is proposed between Regulatory Services officers to enable each team to assist the other, subject to expertise and availability.

### Recommendations

**Cabinet is requested to:**

1. **Agree that the Regulatory Services Team may work collaboratively with Melton Borough Council for the efficient delivery of regulatory services;**
2. **Delegate to the Director of Governance and Law, in consultation with the Portfolio Holders for Planning & Environment, and Corporate & Regulatory Services and Wellbeing, Communities & Housing authority to:**
  - a. **Agree the terms of the reciprocal arrangement for mutual aid with Melton Borough Council and record the same in a memorandum of understanding;**
  - b. **Determine and conclude the practical actions required to give lawful effect to the mutual aid arrangement.**

#### **Reasons for Recommendations**

- v. The Regulatory Services team has a track record of working with counterparts at Melton Borough Council to build in capacity in both councils, and mitigate against staffing issues or specific operational pressures by sharing resources, ideas, campaigns and good working practices. This helps both councils to maximise:
  - Organisational effectiveness: opportunity to share learning and good practice through collaboration whilst increasing service resilience, stability and effectiveness;
  - Workforce: increasing opportunities for job enrichment, growth and development thereby improving recruitment and retention;
  - Financial resilience: realising efficiencies through joint working, reducing duplication, and achieving greater value for money.
- vi. The scope of this arrangement is limited to operational matters only. There will be no impact upon strategic and policy oversight of the council.

## **1. Purpose of Report**

- 1.1 To consider the future role of, and provision for, the Head of Regulatory Services.
- 1.2 The proposal is to agree the sharing of the Head of Regulatory Services based on a 75:25 split between Harborough DC and Melton BC accordingly. There should be a degree of flexibility in the hours worked for each authority which may vary week to week based on demands on the post by the two authorities at the time to meet operational needs.

## **2. Background**

- 2.1 Like other local authorities across the country, Harborough District Council faces significant financial pressures in the medium to long term. These pressures result in the need to financial and efficiency savings from services across the organisation.
- 2.2 Following the retirement of the long-standing service manager for Regulatory Services at Melton Borough Council in July 2022, the current Head of Service for Regulatory Services at Harborough District Council has been providing leadership and technical advice and support to colleagues at Melton. This informal approach has worked well for both councils, with no detrimental



features identified, which is why it is now considered appropriate to move to a more formal arrangement.

- 2.3 Harborough and Melton are similar size authorities in land coverage and demographics although the population size of the two districts is different with Melton having a population figure of 51,800 and Harborough 97,600, according to 2021 census data. This difference is reflected in the size of the teams for each authority which is set out in Table 1 below.
- 2.4 Regulatory Services in both authorities provide a comprehensive Environmental Health and Licensing function. In addition, the Head of Service for Harborough DC provides the lead officer role for emergency planning and the parking partnership, which includes the parking enforcement provision for Melton Borough Council.
- 2.5 It is proposed that the arrangement be formalised for an initial period of 12 months with effect from 1 April 2023. Following this a further review would be undertaken to reflect on the success of the arrangements and to consider any further collaborative working opportunities in the teams.

### 3. Details

- 3.1 The purpose of the shared management approach is to enhance resilience, both through financial and staff resources, ensuring the continued expected service levels for both authorities. This approach will create a better depth of expertise, more strategic oversight and enable both teams to deliver better and it is hoped will assist with job satisfaction, recruitment and retention.
- 3.2 Each authority deals with the same or similar issues and complaints and are required to have similar statutory policies, processes and training while delivering a statutory service. By pooling resources, efficiencies can be realised by reusing and sharing of information for web sites, social media, policy development, legislative changes implementation etc. The authorities can also pool unique staff expertise. However, the current Head of Service for Regulatory Services at Harborough is also responsible for the delivery of the car parking service, including the on-street enforcement provision for Leicestershire County Council across five local authority areas and the off-street enforcement provision for Harborough district and three other local authorities, including Melton Borough Council. The post holder is also the lead officer for the council's emergency planning function.
- 3.3 A skills matrix is being developed to objectively identify the strengths and areas for improvement for both authorities and to recognise the skills and areas of expertise within both teams which can be utilised to the benefit of both authorities.
- 3.4 The current Regulatory Services staffing provision for each council is set out in the table below:

**Table 1**

	<b>Harborough</b>	<b>Melton</b>
No of Team Leaders	4*	2

No of staff	12.4 FTE**	8FTE
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\*includes parking manager

\*\*does not include the Parking operational staff – i.e. supervisors and Civil Enforcement Officers

- 3.5 The workload of each authority is set out in the table below and based on 2021-22 data. Due to some differences in the way the data is collated in both authorities some of the figures are indicative rather than actual but gives a representation of the number of cases dealt with by the teams.

**Table 2**

	Harborough	Melton
<b>Licensing</b>		
Premises license	529	248
Temporary Event Notices	400	300
Animal Welfare	72	38
Taxi drivers	105	91
Taxi Vehicles	95	59
Gambling premises	71	30
Others*	87	62
<b>Environment</b>		
Complaints	634	410
Private Water Supplies	19	
Permitted premises	1 A2 Premises 20 Part B Premises	15
Licensed HMOs**	9	15
Planning consultations	590	138
Other req. for service	146	56
<b>Commercial</b>		
Food premises	1016	585
Complaints	40	44
Other advice	Not recorded	60

\*includes house to house etc., street trading, caravans and scrap metal licensed premises

\*\*Houses in Multiple Occupation

## Staffing

- 3.6 There are particular challenges relating to recruitment and retention of staff in the Harborough Regulatory Services team. Recent experience demonstrates that the service is particularly susceptible to disruption given the small size of the respective teams (i.e., annual leave, sickness, resignations etc.)

- 3.7 To address issues of staff retention, the opportunities to progress within either authority is important and this shared approach will allow for this across a wider area. Workforce planning for the future could also be easier as team members retire or leave the council, and staff can then gain the experience and personal development to support wider internal opportunities as they arise.
- 3.8 Both authorities currently use Idox Uniform as a case management system and working together, the system can be developed further to ensure maximum benefits and efficiencies.
- 3.9 Authorising officers employed by one authority to provide services to the other will mean that staff from either or both authorities can be deployed in the most efficient manner possible.
- 3.10 If the proposal is approved, it will be necessary for changes to be made to the employment contracts of employees, to reflect that they could provide professional services to more than one authority, across a wider geographic area. The potential for this has been discussed with employees and the recognised trade union, with the indication being that the required changes can be implemented by consent. Staff have, to date, welcomed the opportunity to expand the informal mutual aid arrangements with their counterparts at Melton Borough Council.

## **Proposal**

- 3.11 It is proposed that the councils agree to a joint Head of Regulatory Services on a basis which reflects the respective responsibilities within each authority. This has identified a requirement for Melton to receive, on average, 0.25 FTE / maximum 1.5 days (11.25 hours) per week. The post holder will therefore discharge responsibilities for Harborough for, on average, 0.75 FTE, or a maximum of 3.5 days per week.
- 3.12 The proposal will reduce costs for Harborough District Council by securing an income from Melton BC and give the teams access to a wider pool of resources, skills, knowledge and solutions that can support the service. The scope of the proposal relates solely to operational management and does not alter the discharge of statutory obligations by either council.
- 3.13 The Head of Regulatory Services will provide the following services to Melton Borough Council in respect of the workload identified at Table 2:
  - 3.13.1 Day to day line management of the two team leaders and attendance at Senior Leadership Team meetings as required;
  - 3.13.2 Approval of technical reports, licences etc;
  - 3.13.3 Attendance at committee and cabinet meetings as and when required;
  - 3.13.4 Liaison with members and stakeholders on technical issues;
  - 3.13.5 Leadership, technical advice and guidance to the team and the council including preparation of reports and attendance at meetings;

- 3.14 Implementation of the proposal is expected to deliver the following benefits to the council:
- 3.14.1 flexibility to deploy suitably qualified staff in response to service requests across both authority areas;
  - 3.14.2 efficiency of response to national and regional legislative and policy changes;
  - 3.14.3 improvements to internal processes and standards;
  - 3.14.4 enhanced use of IT solutions;
  - 3.14.5 potential annual savings of £22k;
  - 3.14.6 mitigation of the risk posed by single points of failure;
  - 3.14.7 enhance opportunities for staff which will improve job satisfaction and therefore retention;
  - 3.14.8 increased resilience in the regulatory services team.
- 3.15 The risks of implementing the proposal are that the anticipated benefits are not realised. The proposal has been informally tested since July 2022 with no adverse impact upon the delivery of services.
- 3.16 During the first year of the formal arrangement, it is proposed that consideration be given to widening the joint management arrangement and identification of further improvements that can be achieved through wider collaboration. These proposals will then be considered when the review of the joint arrangement is undertaken.

### Outline Project Plan

- 3.17 An outline plan for implementation has been developed and is set out in **Table 3 below**.

**Table 3**

	Start	End
Draft agreement with MBC	March 23	April 23
HR changes to HDC roles	March 23	April 23
Go live	--	1/4/23
Develop improvement plans	April 23	March 24
Review period	--	March 24
Implementation of improvement plans	April 23	Onwards

## 4. Implications

### Corporate Priorities

- 4.1 The work of the Regulatory Services Team supports the delivery of all of the council's priorities in the corporate plan, for example through nuisance complaint investigation, ensuring safe and compliant private rented accommodation, monitoring and managing air

quality and contaminated land, and support to businesses through an effective licensing service and food hygiene and health and safety.

## **Financial**

- 4.2 The baseline cost of the Head of Regulatory services role that is to be considered as part of the recharge to Melton Borough Council is c.£86K for 2023/24 (based on top of the grade) The proposal is to share 75:25 of the baseline cost for the Head of Service between Harborough and Melton. This would produce an overall saving to the council of £22K in 2023/24 through income from MBC for the shared arrangement. It should be noted that the proposal will not include the amount for past service (deficit) pension costs (9.1%). This represents a saving of 23% on the management cost for Regulatory Services and meets the savings requirement for the service as set out in the council's Medium Term Financial Strategy ("MTFS").

## **Legal**

- 4.3 To enable officers to work across both council areas, appropriate delegations of authority will need to be made by each council.
- 4.4 The Local Government Act 1972 provides at section 113 that the council can place its staff at disposal of other local authorities and utilise the staff of other authorities where appropriate. The terms upon which this is effected is usually recorded in a suitable agreement between the councils.
- 4.5 The Chief Executive is required to "*act on behalf of the council on all matters relating to the discharge of the Council's functions*" (Part 3, Section C(1) of the constitution) while Cabinet is responsible for approving agreements to place staff at the disposal of another authority (see Part 3, Section A.1.13 of the constitution).

## **Policy**

- 4.6 Each authority has policies and procedures to support the delivery of the services. Whilst the policies of each authority will need to be respected, collaborative working will offer an opportunity to align the policies and procedures to reduce confusion for staff and avoid duplication of effort in maintaining the documents. This will deliver efficiencies in officer time across both services.

## **Environment**

- 4.7 The ability to share officer resource and deploy officers in the most efficient manner possible is expected to help minimise the extent of travel by officers, but it is recognised that the services provided by the regulatory team necessarily requires travel around the area. Consideration of environment issues such as climate change and carbon emissions will be taken into account as the joint arrangements are implemented and developed however at this stage it is unknown what impact the proposal will have on the commitment to deliver a net zero council by 2030.

## **Risk Assessment**

- 4.8 Whilst the informal arrangement which has been in operation since July 2022 has worked well, there is a risk that a formal arrangement will raise the expectations and demands on

the Head of Service beyond the agreed 75:25 split. The impact of this will be carefully monitored and recorded to inform future reviews of the arrangement. Further, it is recognised by both councils that the demands on the Head of Service will vary throughout the year, and that a pragmatic approach will need to be taken as to the depending on circumstances. Any review of the arrangement will enable both authorities to reflect on the true impact of sharing the post, as well as identifying future opportunities.

- 4.9 In respect of staff, the risk is that the desired benefits do not materialise. That would leave the council with a statutory service with known single points of failure and concerns over retention and recruitment. The implementation of the collaborative delivery of services has been identified as the best mitigation that can be adopted by the council in the current circumstances. In the longer term, the joint arrangement will allow the service to take a more focused and strategic approach to career development, which will hopefully enable the council to strengthen resilience and succession arrangements by growing its own future officers and retaining them when they qualify.

### **Equalities Impact**

- 4.10 An equalities impact screening assessment has been undertaken which confirms that there are no equality impacts from the proposed joint arrangement.

### **Data Protection**

- 4.11 This report contains no personal data. However, implementation of the arrangement will mean that both councils will need to provide officers with access to their IT systems so that data can be accessed and recorded about the services provided. Each council has relevant policies and procedures in place which comply with the requirements of the Data Protection Act 2018.

### **Consultation**

- 4.12 Formal consultation has already taken place with staff, including the Head of Regulatory Services and the recognised trade union to recognise the changes to the role during the informal joint arrangement. Further consultation may be required should there be any fundamental changes to job descriptions and terms and conditions of employment as a result of the formal joint arrangement in the future. This process will be supported by the HR team.
- 4.13 The relevant portfolio holders have been consulted throughout the operation of the informal arrangements for sharing the Head of Service, and in respect of the proposal to formalise the arrangement.
- 4.14 It is not considered necessary to consult with the wider public or members as the proposal is concerned with operational delivery of the statutory service and no reduction in service is anticipated.

## **5. Alternative Options**

- 5.1 The council has not at this stage undertaken a formal options appraisal for the delivery of regulatory services because it is satisfied that the current informal arrangements are working well, and will be enhanced by the formalisation and development of the arrangement. Since July 2022 the sharing of the Head of Service post has worked on an operational level and withdrawing from the arrangements would introduce greater risk to the council and no discernible benefit.
- 5.2 Cabinet could limit the scope of the arrangement to the Head of Service role only, however this would constrain the realisation of the operational flexibilities anticipated from the arrangement and limit the organisational and operational benefits.

## **6. Background papers**

- 6.1 There are no background papers to this report.





# Harborough District Council



## Report to Cabinet Meeting of 6 March 2023

<b>Title:</b>	<b>Report 4: Authority Monitoring Report 2021/2022</b>
<b>Status:</b>	Public
<b>Key Decision:</b>	No
<b>Report Author:</b>	Kirstin Clow, Principal Planning Policy Officer – Local Plan
<b>Portfolio Holder:</b>	Cllr Jonathan Bateman, Planning, Environmental Services & Waste Management; Deputy Leader of the Council,
<b>Appendices:</b>	1: Authority Monitoring Report 2021/2022

### Executive Summary

- i. The Authority Monitoring Report (AMR) is the principal way the Council monitors the delivery of the adopted Local Development Plan.
- ii. This report provides an overview of the key highlights of the 2021/22 AMR while Appendix 1 provides the full report.

### Recommendations

- iii. **It is recommended that the Cabinet note the contents of the Authority Monitoring Report for 2021/22 and, note that it will be published.**

### Reasons for Recommendations

- iv. Production of an AMR is a requirement of the Planning and Compulsory Purchase Order Act 2004 (as amended by the 2011 Localism Act) and The Town and Country Planning (Local Planning) (England) Regulations 2012. The monitoring of housing targets set in the Local Plan is also identified as a Key Activity in the Council's Corporate Plan. This AMR also reports on the implementation of the Local Development Scheme (LDS) which sets out the timetable for plan-making in the district.

## **1. Purpose of Report**

- 1.1 The Authority Monitoring Report (AMR) 2021/22 assesses the effectiveness of planning policies contained within the Harborough District Local Plan, the relevant critical outcomes within the Councils' Corporate Plan 2022-2031 as well as the implementation of the Local Development Scheme and the Duty to Cooperate. The AMR covers the period 1 April 2021 to 31 March 2022 and is a factual document.
- 1.2 This report provides a summary of the key highlights of the AMR for 2021/2022. The full AMR is provided at Appendix 1.

## **2. Details**

### **Housing**

- 2.1 The Local Plan sets a housing requirement of 557 dwellings per annum ("dpa"). Additionally, the Corporate Plan 2022-2031 sets out a Critical Outcome (CO1) which states that "there will be an adequate supply of housing to meet local needs across all tenures and price ranges, and reducing the potential for homelessness."
- 2.2 The district's housing delivery from the start of the plan period (1 April 2011) to 31 March 2022 has exceeded the required number of dwellings, delivering a cumulative total of 586 dwellings over the required annual provision between 2011 and 2022.
- 2.3 The Department for Levelling Up, Housing and Communities ("DLUHC") published official results in January 2022 for housing delivery for the period 1 April 2020 to 31 March 2021. Based on the previous three years of housing delivery, compared with the annual housing requirement, the Housing Delivery Test score for Harborough District Council is 191%.
- 2.4 For the period 1 April 2021 to 31 March 2022, the council can demonstrate a five-year land supply providing 4,346 new dwellings. This equates to sufficient supply for 7.43 years of delivery when compared against the annual housing requirement.
- 2.5 During the 2021/22 monitoring period 1,026 new dwellings were completed. Of these 231 were Affordable Homes comprising:
  - 66 Social Rented;
  - 68 Affordable Rented; and
  - 97 Shared Ownership.

### **Gypsy and Traveller**

- 2.6 18 plots for Travelling Show people completed at Lutterworth this monitoring year. The James Bond Caravan Park site is no longer in use for travelling show people and the extant consent has been removed from the supply of sites able to come forward. The result of this is that there is no current permitted land supply for this residential type. However, the Local Plan has a criteria-based policy which would allow for new plots and fresh supply to come forward as demand requires.

### **Employment**

- 2.7 The Local Plan allocates land for employment uses in identified locations as well as supporting the delivery of employment land via criteria based policies. Critical Outcome 2 (CO2) of the Corporate Plan advises that the local plan will ensure growth in the area is

balanced with employment opportunities and that transport and infrastructure needs are met.

- 2.8 During the 2021/22 monitoring period there was a net gain of 8.1ha of employment land delivered within the district with the employment land supply totalling 305.5Ha. Supply exists for all types of employment: office, industrial and warehousing with the largest element strategic warehousing. This comprises 2 extensions to Magna Park near Lutterworth, marketed as Magna Park North and Magna Park South.

### **Retail**

- 2.9 The most significant retail planning permission to be implemented during the monitoring year was the completion and opening in August 2021 of the Aldi in Lutterworth. This resulted in an additional 1,898sqm retail floorspace for the town.
- 2.10 Construction began on the erection of two A1 non-food bulky goods retail units on Valley Way, Market Harborough. These will provide a combined floorspace of 1,400sqm.

### **Heritage**

- 2.11 In line with Critical Outcome 3 (CO3) and ensuring that heritage and cultural assets are preserved, the council published the first 'Local List of Non-Designated Heritage Assets' in February 2022.
- 2.12 A conservation area appraisal and management plan were both adopted for Shearsby in February 2022.

### **Neighbourhood Planning**

- 2.13 Neighbourhood planning ensures local communities are more engaged and actively shaping their own places. Five new Neighbourhood Plans were made in 2021/2022 for:
- Fleckney;
  - Gilmorton;
  - Misterton with Walcote;
  - Hallaton; and
  - Husbands Bosworth.

### **Duty to Co-operate**

- 2.14 Local planning authorities are under a duty to cooperate with each other and with other prescribed bodies, on strategic matters that cross administrative boundaries. Officers continued to meet with relevant groups as well as respond on the council's behalf to four formal Local Plan consultations within the Leicestershire region.

## **3. Implications of Decisions**

### **Corporate Priorities**

- 3.1 The monitoring of housing targets set in the Local Plan is identified as a Key Activity in the council's Corporate Plan. It is not considered the AMR has implications for the agreed Corporate Priorities. However, the contents of the AMR may help to inform any review of Corporate Priorities.

## **Financial**

- 3.2 The AMR reports on the delivery of the Local Development Plan and therefore it does not itself have any direct financial implications. The AMR reports on the delivery of the Local Development Plan and therefore it does not itself have any direct financial implications. However, the development monitored within this report will bring the Council revenue from new Business Rates, New Homes Bonus and additional Council tax as development becomes operational.

## **Legal**

- 3.3 Production of an AMR is a requirement of the Planning and Compulsory Purchase Order Act 2004 (as amended by the 2011 Localism Act) and The Town and Country Planning (Local Planning) (England) Regulations 2012.

The Government monitors housing delivery under the 'Housing Delivery Test' and publishes results nationally, annually.

The production of a Local Plan, including reviewing and updating of existing plans is detailed in National Guidance and regulations. The Harborough District Local Plan was adopted in 2019 and is considered to be an up-to-date Local Plan. However, the Council is at the beginnings of the process to review and update the plan in accordance with guidance.

## **Policy**

- 3.4 The AMR reports on the delivery of the Local Development Plan. It is not considered the AMR has implications for wider agreed council policies. However, the contents of the AMR may help to inform any review of council policies.

## **Environment**

- 3.5 The AMR reports on the delivery of the Local Development Plan. It does not have any direct implications for achieving a net zero carbon council. However, the development monitored within this report has been assessed and approved against the Council's Local Plan which includes policies to help support the Council's carbon neutral agenda.

## **Risk Management**

- 3.6 The publishing and Member endorsement of the AMR reduces the risk of legal challenge to the council not having published an AMR for 2021/2022.

## **Equalities Impact**

- 3.7 The AMR reports on the delivery of the Local Development Plan. Policies monitored within the AMR were subject to an Equalities Impact Assessment as part of the preparation of the Local Plan.

## **Data Protection**

- 3.8 The AMR does not include any personal data and therefore does not have any data protection implications.

## **Summary of Consultation and Outcome**

- 3.9 Several service areas across the council were consulted upon or provided information to enable the production of the 2021/22 AMR, including:

- Development Management (planning and appeal decisions)
- Building Control (development commencement and completion data)

- Housing Services (Affordable Housing monitoring)
- Strategic Planning (Heritage work and Neighbourhood Plans)

## 4. Alternative Options Considered

- 4.1 No alternative options were considered as the production of an AMR is a requirement under Planning and Compulsory Purchase Order Act 2004 (as amended by the 2011 Localism Act) and The Town and Country Planning (Local Planning) (England) Regulations 2012.

## 5. Background papers

- 5.1 Harborough Corporate Plan 2022/31
- Available at: [Corporate Plan | Harborough District Council](#)
- 5.2 Harborough Local Plan 2011-2031
- available at: [Adopted Local Plan | Harborough Local Plan 2011-2031 | Harborough District Council](#)
- 5.3 Planning and Compulsory Purchase Act 2004 (as amended by the Localism Act 2011)
- available at: [Planning and Compulsory Purchase Act 2004 \(legislation.gov.uk\)](#)
- 5.4 Town and Country Planning (Local Planning) (England) Regulations 2012 (as amended)
- available at: [The Town and Country Planning \(Local Planning\) \(England\) Regulations 2012 \(legislation.gov.uk\)](#)
- 5.5 Planning Practice Guidance
- available at: [Plan-making - GOV.UK \(www.gov.uk\)](#)





**Harborough District Authority Monitoring  
Report 2021/22  
~ 1 April 2021 to 31 March 2022 ~**

Published March 2023

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## 1. Introduction

- 1.1 Monitoring is an important part of the planning process. The plan-led system requires the Development Plan to be the starting point for the consideration of planning applications. Through a plan, monitor, manage approach, the Council can evidence how the plan is being delivered and identify any issues where further action may be needed. The Authority Monitoring Report (AMR) is the principal way we monitor the delivery of the adopted Development Plan.
- 1.2 Production of an AMR is a requirement of the Planning and Compulsory Purchase Order Act 2004 (as amended by the 2011 Localism Act) and The Town and Country Planning (Local Planning) (England) Regulations 2012. The monitoring of housing targets set in the Local Plan is also identified as a Key Activity in the Council's Corporate Plan, which sets out the key work priorities of the Council. This AMR also reports on the implementation of the Local Development Scheme (LDS) which sets out the timetable for plan-making in the District.

## 2. Changes to Development Plan

- 2.1 This AMR reports on the 2021/22 period from 1 April 2021 to 31 March 2022. The Development Plan consists of District Council level planning documents, County Council Mineral and Waste Planning Documents and any made Neighbourhood Plans.
- 2.2 The Harborough Local Plan 2011-2031 was adopted on 30 April 2019. The County Council formally adopted the Leicestershire Minerals and Waste Local Plan up to 2031 on 25 September 2019.
- 2.3 Made Neighbourhood Plans were in place for Arnesby, Broughton Astley, Billesdon, Burton Overy, Great Bowden, Great Easton, Great Glen, Houghton on the Hill, Hungarton, the Kibworths, Lubenham, Medbourne, North Kilworth, Saddington, Scraptoft, Shearsby, South Kilworth, Swinford and Tur Langton. Reviews of the already made Foxton, Saddington (minor) and Hungarton (minor) Neighbourhood Plans were undertaken.
- 2.4 In addition to the above, five new Neighbourhood Plans were made in 2021/2022. These were:
- Fleckney;
  - Gilmorton;
  - Misterton with Walcote;
  - Hallaton; and
  - Husbands Bosworth.

### **Local Plan Indicators and Targets**

- 2.5 This AMR presents the findings of monitoring the 2011-2031 Harborough Local Plan. The AMR sets out progress against various policies within the plan in accordance with the monitoring framework set out in Appendix K of the Local Plan. It should be noted that some triggers review the data over a three year period, and therefore analysis of these triggers has not yet been undertaken. Such analysis will be completed within subsequent AMRs, starting with the AMR for 2022/2023.

### 3. Local Development Scheme (LDS) and the Duty to Co-operate

- 2.1 A Local Development Scheme (LDS) sets out the project plan for the preparation of development plan documents, including the Local Plan.
- 2.2 The Council resolved to undertake a full update of the Local Plan in July 2021, given the implications of the increase in housing numbers for Leicester City Council and the resultant unmet need of 1,169 dwellings per annum to be met within the wider Leicestershire region.
- 2.3 The authority is continuing to work with Leicester and other Leicestershire authorities under the Duty to Cooperate and in accordance with the National Planning Policy Framework (NPPF) to respond to the identified unmet need and to assess the implications for each Local Plan.
- 2.4 As a result of the resolution to update the Local Plan an updated LDS was published in September 2021 and further updated in July 2022 (post this AMR period).

## 4. Housing Monitoring and Affordable Delivery

- 4.1 The monitoring of the delivery of open market and affordable homes is an important part of Local Plan monitoring. Commitments and completions can then be compared to the Local Plan Housing Trajectory, ensuring housing delivery remains on track.
- 4.2 During the 2021/22 monitoring period 1,026 new dwellings were completed, of which 231 were Affordable Homes: 66 Social Rented, 68 Affordable Rented and 97 Shared Ownership.
- 4.3 Figure 1 below illustrates annual net additional dwellings from 2011/12 (the base date for the Local Plan) to 2021/22; housing supply has been encouragingly buoyant since the Harborough Local Plan 2011-31 was adopted in April 2019.

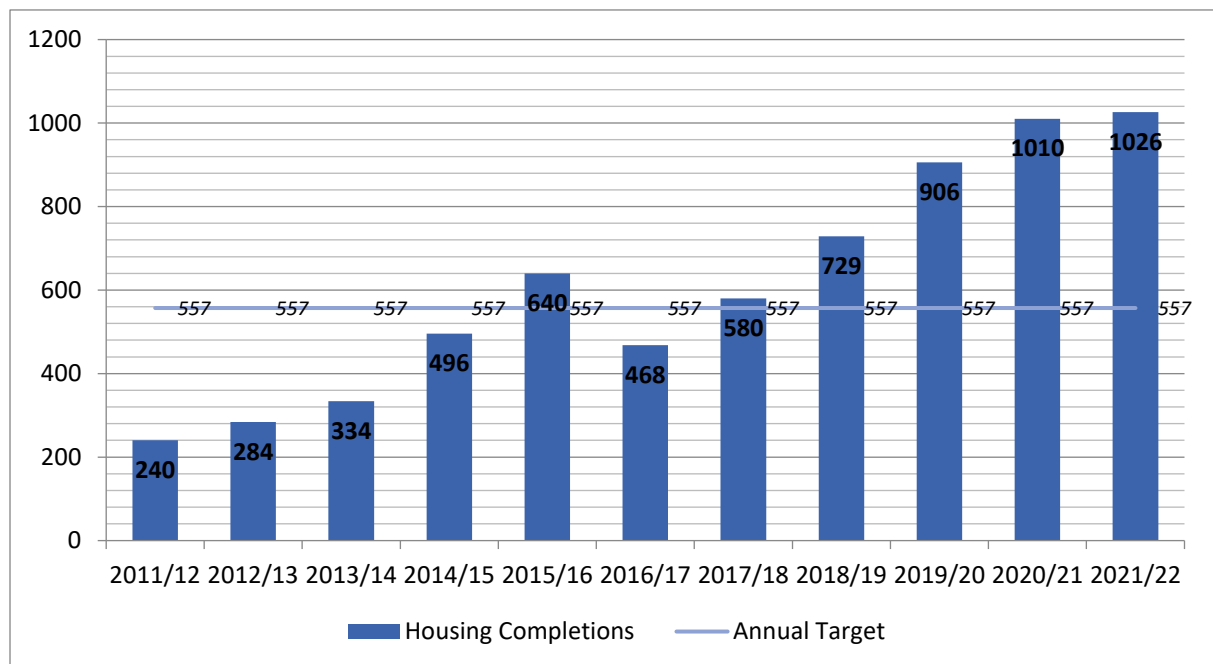


Figure 1: A bar and line graph to show annual new housing completions since 2011 (shown as columns / bars) and the minimum annual housing requirement of 557 dwellings per annum (the line), as set out in the adopted local plan to meet local housing needs.

## 5. Five- Year Housing Land Supply

- 5.1 The National Planning Policy Framework (NPPF) stipulates that Local Planning Authorities (LPAs) should provide an indication of whether there are sufficient development sites available to meet the housing needs in their area in the form of a '5 Year Housing Land Supply'.
- 5.2 Full details of this assessment are detailed in the 5 Year Housing Land Supply report, which is published on the Council's website. This can be viewed [here](#).
- 5.3 **Housing requirement, shortfall and buffer:** The adopted Harborough Local Plan 2011-2031 sets a housing requirement of 557 dwellings per annum (dpa). The shortfall to add to the 5-year housing requirement is the difference between the total housing requirement (2011 to date), and actual housing completions (2011 to date).
- 5.4 The District's housing delivery from the start of the plan period (1 April 2011) to 31 March 2022 has exceeded the required 557 dwellings per annum. We have delivered a cumulative total of 586 dwellings over the required annual provision between 2011 and 2022. On this basis, there is no housing shortfall to add to the housing requirement for the five year period 1 April 2022 to 31 March 2027.
- 5.5 A 5% buffer has been added to the annual housing requirement figure, 'to ensure choice and competition in the market for land', conforming to paragraph 74(a) of the 2019 National Planning Policy Framework. This brings the annualised 5 year housing land supply requirement to 585 dpa and the total housing requirement for Harborough District across the next five years to 2,924 dwellings.
- 5.6 **Projected supply:** This is comprised of housing supply from a range of development sites across the District including allocated sites, the Market Harborough Strategic Development Area (SDA), Neighbourhood Plan allocated sites, major sites with planning permission (for 10 or more dwellings) and projected supply from small sites (up to 9 dwellings) with planning permission. For the period 1 April 2021 to 31 March 2022, the Harborough District Local Planning Authority could demonstrate a five-year supply of 4,346 new dwellings. This equates to sufficient supply for 7.43 years.

Row	Part 1: Housing Requirement	Total	Calculation
A	Housing Requirement for Harborough District 2011-2031	11,140	<i>n/a</i>
B	Annual Housing Requirement	557	<i>n/a</i>
C	Housing Requirement from 1 Apr 2011 to 31 March 2021	6,127	<i>n/a</i>
D	Recorded housing completions to date, 31 March 2022	6,713	<i>n/a</i>
E	Housing shortfall to add to the 5-year requirement	0	$C - D$
F	Annual Requirement including shortfall, before buffer	557	$E/5 + B$
G	Additional 5% Buffer	28	$F \times 0.05$
H	Total Annual Requirement for the next 5 years, shortfall and buffer	585	$F + G$
I	<b>Total Five-Year Housing Requirement</b>	<b>2,924</b>	<b><math>= H \times 5 \text{ years}</math></b>
Row	Part 2: Supply of Sites 1 April 2021 to 31 March 2026	Total	Calculation
J	Projected delivery from Local Plan Allocated sites	1,355	<i>n/a</i>
K	Projected delivery from Market Harborough SDA	1,009	<i>n/a</i>
L	Projected delivery from Neighbourhood Plan Allocated Sites	238	<i>n/a</i>
N	Projected delivery from Major sites with planning permission	1,207	<i>n/a</i>
O	Projected delivery from sites with planning permission, pending a Section 106 Agreement	64	<i>n/a</i>
P	Projected delivery from small sites with planning permission	473	<i>n/a</i>
Q	<b>Five-Year Supply of deliverable sites</b>	<b>4,346</b>	<b><math>= J + K + L + M + N + O + P</math></b>
Row	Part 3: Five Year Assessment calculation	Total	Calculation
R	Annual requirement plus 5% buffer	585	<i>H</i>
S	Assessed Five-Year Supply of Deliverable Dwellings	4,346	<i>Q</i>
T	Supply of Land as a percentage of the requirement	148.6%	$Q / I$
U	<b>Years Supply of Land</b>	<b>7.43</b>	<b><math>S / R</math></b>

Figure 2: A table to explain Harborough District Council's Five Year Housing and Land Supply calculation method and position outcome, as of 31 March 2022

## 6. Housing Delivery Test

6.1 The Housing Delivery Test (HDT) is a compulsory calculation undertaken by Government. It assesses the performance of Local Planning Authorities in delivering housing and its purpose is two-fold:

- **Planning application decisions:** the HDT result can trigger the presumption in favour of sustainable development when the HDT is 75% or lower (paragraph 11, footnote 8 of the National Planning Policy Framework (NPPF)).
- **Five-year housing land supply (5YS):** the better the HDT result, the smaller the buffer that local authorities are obliged to add to their housing requirement figures in the 5YS calculation. Sanctions are set out in paragraph 73 and footnote 7 of the framework and are summarised below:

HDT Result	Consequence
≥95%	5% buffer to ensure choice and competition in the market for land.
86-94%	10% buffer and duty bound to produce an Action Plan
≤85%	20% buffer and duty bound to produce an Action Plan
≤75%	20% buffer, duty bound to produce an Action Plan and triggers the presumption in favour of sustainable development

*Figure 3: Consequences of Housing Delivery Test results as set out in the Framework.*

6.2 In terms of setting the housing requirement figure for each year of the calculation, the HDT Rulebook stipulates that the housing requirement figure should be the lower of:

- the adopted housing requirement figure including any agreed unmet need (557 dpa for Harborough District);
- the local housing need figure (542 dpa), with special allowances during Covid taken into account the housing requirement was reduced 496 in 2019/20 and to 366 in 2020/21.

6.3 The DLUHC published official results in January 2022, for the period 1 April 2020 to 31 March 2021; based on the previous three years of housing delivery. Based on the housing requirements set out above, the Housing Delivery Test score for Harborough District Council is 191%.



## 7. Custom and Self-Build Monitoring

- 7.1 Under the Self-Build and Custom Housebuilding Act 2015 (as amended by the Housing and Planning Act 2016) the Council has a legal duty to keep a register of individuals and associations of individuals who wish to acquire serviced plots of land within the District to bring forward self-build and custom housebuilding projects. As a local planning authority, the Council must give suitable development permission in respect of enough serviced plots of land to meet the demand for self-build and custom housebuilding in the authority's area arising in each base period and is also required to have regard to the register when carrying out its planning, housing, land disposal and regeneration functions.
- 7.2 The Harborough Local Plan, which was adopted in 2019, sets out the Council's approach to supporting self-build and custom housebuilding. Policy H5 Housing standards, mix and standards supports the delivery of self-build plots and custom housebuilding in any location that is suitable for housing. The policy also encourages self-build/custom housing on strategic allocations capable of accommodating 250 dwellings or more (as part of an appropriate mix of dwellings) where there is evidence of demand. Policies L1 East of Lutterworth Strategic Development Area and SC1 Scraptoft North Strategic Development Area specify that the provision of serviced plots for self-build and custom housebuilding should form part of a suitable mix of housing types within these areas.
- 7.3 Figure 4 below sets out the number of entries on the Self-Build and Custom Housebuilding Register for each completed Base Period (31 October – 30 October) as of the end of March 2022.

Base Period	Individuals	Associations	Plots required
1 (launch - 30/10/16)	7	0	7
2 (31/10/16 - 30/10/17)	14	0	14
3 (31/10/17 - 30/10/18)	10	0	10
4 (31/10/18 - 30/10/19)	17	0	17
5 (31/10/19 – 30/10/20)	39	0	39
6 (31/10/20 – 30/10/21)	35	0	35
Totals	122	0	122

*Figure 4 A table to show the number of entries on the Self Build and Custom Housebuilding Register for each completed base period as at 31 March 2022*

- 7.4 Of those on the register as of 31 March 2022:
- More than three quarters of entrants are seeking to build properties with 4 or more bedrooms;

- The size of plot required is fairly equally split between over 500sqm, 300-500sqm and 150-300sqm;
- Almost all are seeking a plot for a detached house;
- While about a quarter of entrants identify up to 5 of the sustainable settlements (listed on the application form) as their preferred location for a self-build plot, a third of entrants are much less specific, selecting 10 or more preferred locations.

- 7.5 The Council has 3 years to grant planning permissions for plots equivalent to entries on the register for a base period. As of March 2022, there were 48 entries on the District's self-build register for the base periods 1 (launch to 30 October 2016), 2 (31 October 2016 to 30 October 2017), 3 (31 October 2017 to 30 October 2018) and 4 (31 October 2018 to 30 October 2019). 2 self-build plots at Hallaton (20/01893/FUL) had been approved to count towards this total. The permission for 5 self-build plots at Great Glen granted in August 2018 (18/01006/OUT) expired during this monitoring year. A further 15 self-build plots as part of the outline planning permission for the East of Lutterworth Strategic Development Area (19/00250/OUT) were pending the approval of the S106 agreement as of end of March 2022.
- 7.6 Information about the Council's approach to promoting self-build and custom housebuilding and to meeting its legislative duties is set out in its [Self-build and Custom Housebuilding Corporate Policy](#) document. This was endorsed by the Council's Cabinet on 6th July 2020.
- 7.7 Further details about the register and applying to join the register through the online form are available on the Council's [website](#).

## 8. Gypsy, Traveller and Travelling Showpeople Monitoring

- 8.1 The Council is required to plan for all housing needs including those of the Gypsy and Traveller and Travelling Showpeople communities.

### **Gypsy and Traveller Pitches**

- 8.2 The Gypsy and Traveller Accommodation Assessment for Leicester and Leicestershire (Opinion Research, 2017) (GTAA) provides the evidence base for the adopted Local Plan.
- 8.3 The GTAA sites found a requirement for a total of 5 pitches over the whole plan period (2011-2031):
- 3 new pitches by March 2021
  - 1 further pitch by March 2026
  - 1 further pitch March 2031
- 8.4 As with other housing requirements, this is a minimum, not a maximum target.
- 8.5 Policy H6: Gypsy, Traveller and Travelling Showpeople in the adopted Local Plan sets out both how the planning authority will be both proactive and reactive on this issue.
- 8.6 The policy identifies how the pitch requirement will be addressed through the allocation of sites at Claybrooke Parva (3 pitches), Smithfields, Dunton Bassett (2 additional pitches existing boundary) and a reserve site at Bonham's Lane for 10 pitches.
- 8.7 The policy protects existing sites from non-Gypsy and Traveller development. It also sets out how any other applications for new Gypsy and Traveller pitches would be considered.

### **Calculating Gypsy and Traveller pitch requirements**

- 8.8 The Local Plan includes as identified pitch requirement for 5 new pitches over the whole plan period (2016-2031). This equates to an annual requirement of 0.33 pitches per year. A 5% buffer has been added to the annual housing requirement figure 'to ensure choice and competition in the market for land', conforming to paragraph 73(a) of the 2019 National Planning Policy Framework. This brings the annual requirement to 0.35 pitches per year for the next 5 years, a total 5-year requirement of 1.75 pitches.
- 8.9 During the 2021/22 AMR period, the council noted a pitch completion at Mere Meadows, Bitteswell. The assessed supply for 21/22 onwards is 5 pitches, which equates to 14.29 years' worth of supply, as set out in Figure 5.

8.10 The Local Plan has therefore planned for and delivered the 4 pitches required to meet the known Gypsy and Traveller need for 2016-2026; a minimum of 1 additional pitch needs to be completed by 2031 to meet the requirement for the plan period. Figure 5 shows the land supply position for Gypsy and Traveller pitches as of 31 March 22.

Row	Harborough District Gypsy and Traveller Pitch Requirements 2016-2031	Total	Calculation
A	Pitch requirement for Harborough District 2016-2031	5.00	<i>n/a</i>
B	Annual Pitch requirement	0.33	<i>A / 15 years</i>
C	5-year Pitch requirement	1.67	<i>B * 5 years</i>
D	Pitch requirement to date (1 Apr 2016 to 31 March 2022)	1.99	<i>B * 6 years</i>
E	Recorded pitch completions 1 Apr 2016 to 31 March 2022: <ul style="list-style-type: none"> <li>Walkers Stables (16/00120/FUL) - 1 additional pitch above GTAA</li> <li>Barn 1, Mere Farm, Mere Road (18/01733/FUL) - 2 pitches</li> <li>19/01212/FUL: Mere Meadows, Mere Rd, Bitteswell – 1 additional pitch</li> </ul>	4.00 pitches	<i>n/a</i>
F	Shortfall to add to the next 5 years requirement	0.00	<i>D – E</i>
G	Total Annual requirement for the next 5 years	0.33	<i>B + F</i>
H	Total Annual requirement for the next 5 years, including 5% buffer	0.35	<i>G + (G*0.05)</i>
I	<b>Total Five Year Pitch Requirement</b>	<b>1.75</b>	<b><i>H * 5 years</i></b>
	<b>Supply of sites: 1 April 2016 to 31 March 2022</b>		
J	18/01350/FUL - Spinney View Farm, Claybrooke Parva Permission Issued: 26.09.2018. Status: Commenced	3	<i>n/a</i>
K	Local Plan Allocation H6 - Smithfields, Lutterworth Rd, Dunton Bassett	2	<i>n/a</i>
L	<b>Five-Year Supply of deliverable sites</b>	<b>5</b>	
	<b>Five Year Assessment Calculation: 1 Apr 2022 – 31 March 2027</b>		
M	Annual requirement plus 5% buffer	0.35	<i>H</i>
N	Assessed five-year supply of deliverable pitches	5	<i>L</i>
O	Supply of pitches as a percentage of the requirement	285.71%	<i>L / I * 100</i>
P	<b>Years supply of Pitches</b>	<b>14.29 years</b>	<b><i>N / M</i></b>

Figure 4 The five-year supply of gypsy and traveller pitches as of 31 March 2022

## Unidentified Gypsy and Traveller Needs

8.11 The pitch requirement is informed by the identified need of the Gypsy and Traveller community. In 2015, the Ministry of Housing, Communities and Local Government (MHCLG) published its Planning Policy for Traveller Sites (PPTS) which changed the definition of Gypsy and Travellers to remove reference to persons 'who have ceased to travel permanently'. The GTAA

methodology includes undertaking surveys of existing Gypsy and Travellers, which are necessary to determine whether they meet the new definition. In line with the national policy change the GTAA therefore identified:

- Households that travel under the planning definition.
- Households that have ceased to travel temporarily under the planning definition.
- Households where an interview was not possible who may fall under the planning definition.

8.12 The GTAA methodology recognises that there is likely to be an 'unknown', i.e. a known unknown need.

8.13 This is reflected in Para 5.11.7 of the adopted Local Plan which states, "in addition to identifying those who do not meet the PPTS, 2015 definition, the GTAA, 2017 identified a need arising from 'unknown' Gypsies and Travellers and Travelling Showpeople. The unknown need arises from sites where existing occupants were not able to be interviewed as part of the GTAA fieldwork. The needs of these households are recognised by the GTAA as there is likely to be future household formation from those that meet the PPTS definition."

8.14 The GTAA seeks to undertake a calculation of this 'unknown' need. As paragraph 5.11.7 of the Local Plan explains "the GTAA uses a national approximation of 10% of households meeting the PPTS definition and applies an annual growth rate of 1.5%". For Harborough these calculations result in a pitch requirement for the unknown need of:

- 4 pitches by March 2021
- A further 4 pitches by March 2026
- A further 5 pitches by March 2031.

8.15 There is therefore evidence of a known 'unknown' need for 13 additional Gypsy and Traveller pitches over the plan period.

8.16 This has been recognised in the Local Plan, as Policy H6 includes a reserve site at Boneham's Lane, Gilmorton "to meet future accommodation needs due to either i) an increase in the need of pitches arising from a change to the Planning Policy Traveller Sites (PPTS) definition; and/or sufficient evidence is provided that the identified 'unknown' Gypsy and Traveller population does meet the PPTS definition of Gypsy and Traveller. The policy also sets out how any other applications for Gypsy and Traveller Pitches will be considered.

## Travelling and Showpeople Plots

8.17 During the 20221/22 monitoring period 18 plots completed at the Moorbarns Lane site in Lutterworth. However, previous supply for Travelling Showpeople plots at James Bond Caravan Park have been certificated as residential and ancillary uses only. This change of use means there are no known sites for future supply at present, until new sites come forward for planning permission. Figure 6 shows the land supply position for Travelling Showpeople plots as of 31 March 2022.

Row	Harborough District Travelling Showpeople Plot Requirements 2016-2031	Total plots	Calculation
A	Plot requirement for Harborough District 2016-2031	26.00	n/a
B	Annual Plot requirement	1.70	$A / 15 \text{ years}$
C	5-year Plot requirement	8.70	$B * 5 \text{ years}$
D	Plot requirement to date (1 Apr 2016 to 31 March 2022)	10.2	$B * 6 \text{ years}$
E	Recorded Plot completions 1 Apr 2016 to 31 March 2022: <ul style="list-style-type: none"> <li>17/01357/FUL – 18 plots, Land at Moorbarns Lane, Lutterworth</li> </ul>	18.0	n/a
F	Shortfall to add to the next 5 years requirement	0.00	$D - E$
G	Shortfall as an Annual Requirement for the next 5 years	0.00	$F / 5 \text{ years}$
H	Total Annual Requirement for the next 5 years	1.70	$B + G$
I	Total Annual requirement for the next 5 years, including 5% buffer	1.79	$H + (H * 0.05)$
J	<b>Total Five-Year Plot Requirement</b>	<b>8.93 plots</b>	<b><math>I * 5 \text{ years}</math></b>
K	<b>Supply of sites: 1 April 2016 to 31 March 2022</b> None	<b>0.00 plots</b>	
L	<b>Five Year Supply of deliverable sites</b>	<b>0.00</b>	<b>K</b>
	<b>Five Year Assessment Calculation: 1 Apr 2022 – 31 March 2027</b>		
M	Annual requirement including 5% buffer	1.79 plots	I
N	Assessed five-year supply of deliverable plots	0.00 plots	L
O	Supply of plots as a percentage of the requirement	0%	$L / J * 100$
P	<b>Years supply of Plots</b>	<b>0 years supply</b>	<b>N/M</b>

Figure 5 The Five-Year Supply of Travelling Show People plots as of 31 March 2022

## 9. Employment Land Monitoring

### Completions

9.1 During the 2021/22 monitoring period 8.7ha of employment land was completed in the district and 0.6ha of employment land was lost to alternative uses, giving a net employment land completions figure of 8.1ha for the year. Figure 7 provides a breakdown of Net Completions by employment type and states equivalent floorspace (Sq.m). Figure 8 shows the quantity of net completions on allocated sites.

Empl. Monitoring 2021/22 (by category)	Hectares					Floorspace Equivalent (Sq.m)				
	Office	Industrial	Non St. S&D	St S&D	Total	Office	Industrial	Non St. S&D	St S&D	Total
<b>Net Completions 2021/22</b>	-0.11	2.32	1.66	4.27	8.14	103	7,242	5,021	18,590	30,956

Figure 6 Completions by employment type

Employment Completions 2021/22 (by type)	Hectares					Equivalent Floorspace
	Office	Industrial	Non Strategic S&D	Strategic S&D	Total	Total (Sq.m.)
Allocated Sites (Net)	0	0.48	0	4.27	4.75	19,584
Others Sites (Net)	-0.11	1.84	1.66	0	3.39	11,372
<b>Net Completions 2020/21</b>	-0.11	2.32	1.66	4.27	8.14	30,956

Figure 7 Net completions on allocated sites

### Commitments/Supply

9.2 Figure 9 gives an overview of the district's employment land supply on 1st April 2022 which totals 305.5Ha. Supply exists for all types of employment: office, industrial and warehousing. Overall, the largest element of supply is for strategic warehousing. This comprises 2 extensions (1 allocated, 1 other) to Magna Park near Lutterworth, marketed as Magna Park North and Magna Park South.

Empl. Supply @ 1/4/22 (by Type)	Hectares					Floorspace Equivalent (Sq.m)				
	Office	Industrial	Non St. S&D	St S&D	Total	Office	Industrial	Non St. S&D	St S&D	Total
Net Commitments 2021/22	-0.5	0.8	0.5	0	0.8	-1,129	2,532	1,637	0	3,040
Net Commitments Previous Yrs	18.0	20.6	23.6	242.5	304.7	70,790	72,249	85,974	462,449	619,462
GRAND TOTAL - SUPPLY	17.5	21.4	24.1	242.5	305.5	69,661	74,781	87,611	462,449	694,502

*Figure 9 Overview of total employment land supply on 1<sup>st</sup> April 2022*

EMPL. SUPPLY @1/4/22 (By Type)	Hectares					Equiv. Floorspace
	Office	Industrial	Non St. S&D	St. S&D	Total	Total (Sq.m.)
Net Commitments (Allocated Sites)	17.7	20.8	23.5	179.3	241.3	528,359
Net Commitments (Other Sites)	-0.2	0.6	0.5	63.2	64.2	166,143
GRAND TOTAL - Net SUPPLY	17.6	21.4	24.0	242.5	305.5	694,502

*Figure 10 Net commitments on allocated sites*

9.3 Most of the district's employment supply is on allocated sites (Figure 10). These sites are expected to be developed gradually, potentially in phases, delivering completed unit/s periodically throughout the remainder of the plan period to 2031. The pace of delivery will depend on the strength of the wider economy, local market conditions and any ongoing implications of Brexit and the Covid-19 pandemic, as in the past delivery is likely to vary from year to year.

9.4 Of the 12 allocated employment sites, 4 are partially developed and 5 have extant consent, 4 in outline (of which 2 had reserved matters applications pending at 31/3/22) and 1 with reserved matters for Phase 1. Outline permission for another 2 was lapsed at 31/3/22 although these remain as commitments due to their allocation status. The remaining allocation had a planning application pending at 31/3/22.



## 10. Monitoring the Employment Key Indicators of The Harborough Local Plan 2011-2031 Monitoring Framework (Appendix K)

- 10.1 The Harborough Local Plan 2011-2031 Monitoring Framework (Appendix K) contains several Key Indicators related to employment policies and the delivery of land for business and employment. Performance against these Key Indicators is set out in Appendix 1.

## 11. Employment Trends

11.1 Figure 11 shows the trend in net employment land completions in the district annually over the Plan period 2011/12 to 2020/22.

Annual Net Employment Completions	
Year	Total (Hectares)
2011/12	1.6
2012/13	1.4
2013/14	2.3
2014/15	-4
2015/16	7.2
2016/17	1.4
2017/18	5.9
2018/19	0.3
2019/20	58.7
2020/21	26
2021/22	8.1
Total all years	109

*Figure 11 Annual Net Completions*

11.2 The data shows that the net completion figure for 2021/22 is less than a third that of 2020/21 but it remains higher than all previous years 2011/12-2018/19. Completions in 2021/22 are down compared to the previous 2 years, however, construction started on further units at Magna Park North and South during the year which will complete next monitoring year. Graph 1 below shows the trend for employment land completions by B class use over the period 2011/12 to 2020/22.

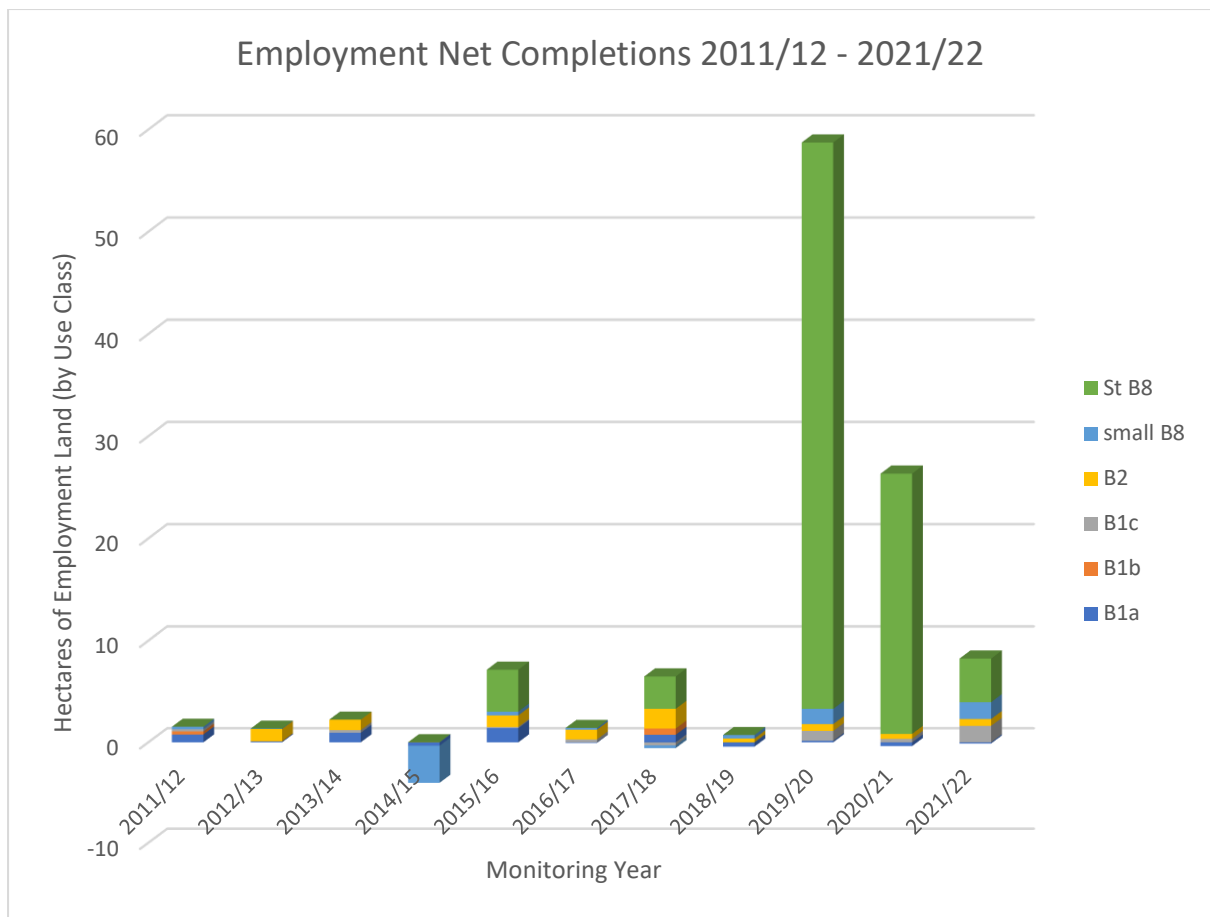


Figure 12 Employment Net Completions by use 2011-2022

## 12. Retail Monitoring

12.1 The monitoring of changes in retail floorspace is challenging due to permitted development rights. As a result, planning permission is not required in all cases and not all retail gains and losses can be monitored.

12.2 The most significant retail planning permission to be implemented during the monitoring year was the completion and opening in August 2021 of the Aldi in Lutterworth (ref: 19/00646/FUL) resulting in an additional 1,898sqm retail floorspace for the town. 1,500sqm of retail floorspace as part of the East of Lutterworth Strategic Development Area was still pending the signing of a s106 agreement (ref: 19/00250/OUT) as of the end of March 2022.

12.3 In Market Harborough, planning permission was granted for the change of use of the former Edinburgh Woollen Mill (The Square) to café use. The change of use has been implemented. Planning applications for 'Local Centres' (incorporating an element of retail) were submitted during the monitoring year for the following approved housing developments:

- Land south of Kettering Road (22/00302/REM); and
- Land to the west of Leicester Road (21/01519/FUL)

12.4 The monitoring year also saw construction begin on the erection of two A1 non-food bulky goods retail units on Valley Way, Market Harborough (18/01432/FUL) with a combined floorspace of 1,400sqm.

12.5 Planning permission for the erection of 2 retail units on High Street, Fleckney (21/00394/FUL) was granted during the monitoring year but remained unimplemented.

12.6 The 2021/22 monitoring year saw the lifting of COVID-19 related national lockdowns which had been in place previously.

## 13. Heritage and Conservation Areas

13.1 The Council has a heritage and conservation policy officer whose role is to review conservation areas across the District. A heritage champion has also been appointed by the Council. The heritage champion is currently Cllr Bateman. Their role is to support and promote the protection of the historic environment across Harborough District.

13.2 Within the Harborough District there are 1281 Listed Buildings, 6 Historic Parks & Gardens, 65 Scheduled Monuments, 62 Conservation Areas with The Grand Union Canal designated separately as a Conservation Area.

13.3 A programme of work to review and re-appraise the conservation areas is now underway. A conservation area appraisal and management plan was adopted for Shearsby in February 2022.

13.4 There are no conservation areas at risk. The Historic England Heritage at Risk Register 2021 records 2 buildings and structures, 11 places of worship and one archaeological site. Work is ongoing to both the at risk buildings, Kibworth Harcourt Windmill and Withcote Hall to facilitate their removal from the register.

13.5 In February 2022 the Council published a 'Local List of Non-Designated Heritage Assets'. This can be found [here](#).

## 14. Community Infrastructure Levy (CIL)

14.1 Harborough District Council has not adopted CIL.

## 15. Neighbourhood Planning

15.1 Neighbourhood Planning is an important part of plan-making in Harborough. It is for the parish or town council, or a neighbourhood forum, to prepare the Neighbourhood Development Plan, if they choose to do so. The Council meets the requirements of paragraph 3 of Schedule 4B to the Town and Country Planning Act 1990 (as amended) to give assistance and advice to Neighbourhood Plan groups.

15.2 The Council can offer early advice about whether a Neighbourhood Development Plan is the most appropriate planning document for a community given the local needs and aspirations and whether any wider strategic planning policies are relevant to the area.

15.3 HDC has undertaken to:

- be proactive in providing information and data to communities about neighbourhood planning when required.
- fulfil its duties and take decisions as soon as possible, and within statutory time periods where these apply.
- set out a clear and transparent decision-making timetable and share this with those wishing to prepare a neighbourhood plan or an Order.
- constructively engage with the Qualifying Body throughout the process including when considering the recommendations of the independent examiner of a neighbourhood development plan or Order proposal.

15.4 HDC is obliged to:

- designate the neighbourhood area.
- designate a neighbourhood forum.
- issue the decision by the local planning authority on whether to put a neighbourhood plan or order proposal to referendum following receipt of the report of the independent examiner.
- issue details of time periods for a local planning authority to seek further representations and make a final decision, where they propose to make a decision which differs from that recommended by the examiner.
- adhere to the time period within which the referendum must be held, following the decision that the plan or Order proposal should be put to referendum;
- adhere to the time period for a local planning authority to make a neighbourhood plan or Order after it has been approved in each applicable referendum.

- adhere to the time period for a local planning authority to make a modified neighbourhood plan following receipt of the report of the independent examiner, where the modifications do not change the nature of the plan.

15.5 HDC is also required to check proposed Neighbourhood Development Plans to ensure that it meets all the relevant legislation and regulations, and generally conforms to the strategic elements of the Local Plan. Paragraph 1.6.6 of the adopted Local Plan identifies policies that are not strategic and with the exception of these policies, neighbourhood plans should be in general conformity with all policies in the Local Plan. Once a draft Neighbourhood Development Plan has been prepared correctly, the Council arranges for an independent examination. If the Neighbourhood Development Plan passes the examination, the Council is responsible for arranging a local referendum concerning support for the plan. The costs incurred by the examination and the referendum will be met by the Council. If the referendum supports the Neighbourhood Development Plan, then the Neighbourhood Plan is 'made' and becomes part of the overall development plan (which includes the Local Plan and associated documents).

15.6 During the 2021/22 period reviews were undertaken of the already made Foxton, Saddington (minor) and Hungarton (minor) Neighbourhood Plans.

15.7 Five new Neighbourhood Plans were made in 2021/2022. These were:

- Fleckney 27/5/2021;
- Gilmorton 24/1/2022;
- Misterton with Walcote 11/6/2021
- Hallaton 11/6/2021; and
- Husbands Bosworth 27/5/2021.



## 16. Duty to Cooperate Log

16.1 Local planning authorities are under a duty to cooperate with each other and with other prescribed bodies, on strategic matters that cross administrative boundaries. Figure 13 below shows the key areas of work and cooperation undertaken during the 2020/21 monitoring year in relation to the duty to cooperate.

Issue	Activity
Housing Need (Statement of Common Ground)	Throughout 2020/21 work has continued on a Statement of Common Ground and background evidence work to inform the the agreed distribution of any unmet housing from Leicester City.
A5 Partnership meetings	The A5 Partnership brings together District, Borough and County Councils alongside Local Enterprises Partnerships, Highways England and Midland Connect work together on issues affecting the A5 route. It brings together those with planning, economic development, highways, transport responsibilities, and is responsible for the A5 Strategy (Nov 2018). It aims to monitor performance of this strategically important transport corridor and to bid for Government funding to support any identified required improvements.
A46 Partnership meetings	The A46 Partnership brings together District, Borough and County Councils alongside Local Enterprises Partnerships, Highways England and Midland Connect to work together on issues affecting the A46 route. It brings together those with planning, economic development, highways, transport responsibilities. It aims to monitor performance of this strategically important transport corridor and to bid for Government funding to support any identified required improvements. The Council's Cabinet agreed to sign a Statement of Commitment and Collaboration to work with Midlands Connect to help them to develop an Economic Development Strategy for the 'Trans-Midlands Corridor' in Sept 2019.
Planning Officers Forum (POF)	The Planning Officers' Forum (POF) is a formal meeting of Chief Officers (or their nominee) responsible for planning and transport services within the HMA. The Forum provides professional advice to the Strategic Planning Group (SPG), which supports its overall direction and work programme, and the Chair of POF represents the views of the wider Forum at meetings of SPG. POF meets regularly in synergy with SPG.
Development Plans Forum (DPF)	The Development Plans Forum (DPF) is a formal meeting of the managers responsible for planning policy and transport policy within the HMA. It reports to POF with the Chair attending POF as required.

SGP Health and Wellbeing Task and Finish Group	This group included representatives from LRS, Sport England, Planning policy officers from Leicester and Leicestershire and public health representatives for the City and County Councils. Meetings occur as and when required and the aim of the group is work together and in a multidisciplinary way on health and wellbeing policy development and practice.
Responses to neighbouring authorities' consultations	Responses were made to the following consultations during 2021/22: Charnwood Local Plan 2021-2037 Pre-Submission Draft (July 2021) Hinckley and Bosworth draft Local Plan Regulation 18 (June 2021) Hinckley and Bosworth Local Plan Regulation 19 (Feb 2022) Melton Draft Developer Contributions SPD (Sept 2021) NWL Local Plan Review: Development Strategy and Policy Options (Jan 2022)

*Figure 13 Duty to Cooperate activities during 2020/21*

## 17. Local Plan policy IMR1-Monitoring and review of the Local Plan

17.1 This AMR is the second to monitor the 'new' Local Plan (adopted in April 2019).

It sets out progress against various policies within the plan. As it is only the second year of monitoring the plan, it is not yet possible to determine the full effectiveness of the plan as some triggers review the data over a three-year period. However, policy IMR1 sets out some further criteria that would require a full or partial update of the plan and an update against these criteria is set out in Figure 14. If any of these criteria are triggered, then a full or partial update of the Local Plan is required to commence within 6 months and to be submitted for examination within 30 months from the date it commenced. As of the end of the monitoring year none of the triggers had been met.

17.2 While the triggers set out in policy IMR1 have not been activated, in July 2021 following an internal officer review of Local Plan policies, the Council's Cabinet took the decision to begin the preparation of a new Local Plan to ensure that local planning policies remain up-to-date and able to direct development to sustainable and protect the district's environment. Approval of a Local Development Scheme for the plan's preparation followed in September 2021 (although this has since been updated).

Criteria for commencement of a full or partial update of the Local Plan within 6 months	Update at 31 March 2022
The adoption by the Council of a Memorandum of Understanding (MOU) or Statement of Common Ground (SOCG) which proposes a quantity of housing or employment development to 2031 that is significantly greater than the housing requirement or employment need identified in this Local Plan	Work on the preparation of a Statement of Common Ground relating to the apportionment of unmet housing and employment need is still ongoing. It has not been adopted by the Council.  Criteria not triggered.
In the absence of an adopted MOU or SOCG, 12 months from the date of publication of a Local Plan for Leicester City (defined as publication of an invitation to make representations in accordance with Regulation 19 of the Town and Country (Local Planning) (England) Regulations 2012 that includes satisfactory evidence of an unmet local housing need.	While a SOCG has not been adopted by the Council, Leicester City Council has not yet published a draft Local Plan in accordance with Regulation 19.  Criteria not triggered.

Conclusion in response to specific trigger points as set out in the monitoring framework, including identification of significant and persistent shortfalls in delivery or supply of housing against the housing requirement.	<p>Chapters 4-12 of this AMR set out how none of the triggers in the monitoring framework have occurred.</p> <p>Criteria not triggered.</p>
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*Figure 14 Table showing assessment outcomes against policy IMR1 update criteria*

## 18. Policy Omissions

18.1 During the monitoring period of 1 April 2021 to 31 March 2022, the following Appeals challenged new development decisions based on various Local Plan policies. Appeal outcomes have not contravened the adopted Local Plan.

- None to report.

18.2 During the monitoring period of 1 April 2021 to 31 March 2022, the following planning applications were approved, contrary to the adopted Development Plan:

- 21/00770/FUL
- 21/00232/FUL
- 20/00770/FUL

## 19. Appendix 1

Performance of Key Indicators related to employment policies and the delivery of land for business and employment.

Objective 2 : Employment						
Key Policies	Key Indicator	Target	Previous Yrs	Current MY	Total at 31/3/22	Commentary
SS1 BE1 BE2	Net additional floorspace	At least min. floorspace required per use class met in plan period				Targets relate to completions at LP allocation sites only (2018/19 – 2030/31: Total 59Ha) as per Policy BE1.
	Office	18.6 Ha	0.65	0	0.65	A total of 0 Ha of land (equivalent to 0 sq.m of additional floorspace) has been completed in 2021/22. Trigger: No data Year 2 of monitoring against policy target. Trigger will be considered in 2022/23 AMR, 3 yrs post LP adoption.
	Industrial	18.9 Ha	1.46	0	1.46	
			0.74	0	0.74	
	Non St S&D	21 Ha				
	Strategic S&D	700,000 sq.m	217,470	18,590	236,060	Target relates to completions at the 2 sites identified in Policy BE2. A total of 18,590sq.m of additional floorspace (approx. 4.3Ha) has been completed in 2021/22 at Magna Park North, an extension of Magna Park. No permissions have been granted contrary to Policy BE2 (2). Trigger: No data. Year 2 of monitoring against policy target. Trigger will be considered in 2022/23 AMR, 3yrs post LP adoption.
BE2	Empl. & Training strategy secured for each proposal	Minimum of 25% of total new jobs created filled by Harborough residents	No data	No data	No data	Obligation for a 'Construction Job and Business Employment Strategy' (CJBES) secured via S106 for 15/00919/FUL (Magna Park North Unit G), completed in 2019/20. CJBES to be monitored in future years. Data (subject to developer co-operation) may not be available until after the completion of each development phase.
Objective 3 : Location of Development						
SS1 BE1	Provision of commercial development in MH, Lutt, Fleckney	Non stated	n/a	n/a	n/a	Geographical distribution of employment completions (Ha) monitored from 2019/20 onwards only. BA added to KI due to NP allocations.
		Market Harborough	2.9	1.7	4.6	
		Lutterworth (excl Magna Park)	0	2.08	2.08	
		Broughton Astley	0.65	0	0.65	
		Fleckney	0	0	0	
		Kibworth	0.44	0.48	0.92	

# Harborough District Council

## Report to Cabinet

Meeting of 6 March 2023



<b>Title:</b>	<b>Report 5: Leicestershire Climate and Nature Pact</b>
<b>Status:</b>	Public
<b>Key Decision:</b>	No
<b>Report Author:</b>	Helen Chadwick, Environment Co-ordinator, Strategic Planning <a href="mailto:h.chadwick@harborough.gov.uk">h.chadwick@harborough.gov.uk</a> 07936 984624
<b>Portfolio Holder:</b>	Cllr Jonathan Bateman, Planning, Environmental Services & Waste Management; Deputy Leader of the Council
<b>Appendices:</b>	A – Leicestershire Climate and Nature Pact

### Summary

- i. The Leicestershire Climate and Nature Pact sets out key principles for organisations in Leicestershire to sign up to work together to deliver on delivery of action.
- ii. It is a high-level commitment that supports action across all sectors. All organisations are being asked to sign up to the pact, with Local Government being a vital early adopter. The Pact recognises that delivery on the climate and nature emergencies is not something that one organisation can deliver alone.

### Recommendations

- iii. That Cabinet approves the signing of the Leicestershire Climate and Nature Pact set out in Appendix A.

### Reasons for Recommendations

- iv. Harborough District Council has adopted its Climate Action Plan, but recognises that acting alone, it can only impact a relatively small portion of the emissions from the district. The council recognises the benefits of collaboration with other agencies to move towards net zero emissions across the district.
- v. The collaborative approach of the Leicestershire Climate and Nature Pact supports the delivery of the council's climate action plan.
- vi. Signing the Pact highlights the leadership commitment of the council to delivering the climate action plan, including the recent collaborative working with the Leicestershire districts on projects such as Solar Together.

## **1. Purpose of Report**

- 1.1 The report presents the Leicestershire Climate and Nature Pact and recommends that Cabinet approve signing up to the Pact, as part of the delivery of the Harborough Climate Action Plan.

## **2. Background**

- 2.1 In July 2019, the council declared a climate emergency and the Climate Action Plan was approved by Cabinet in December 2021. The action plan sets out six core principles to support the goal of delivering net zero emissions from the council's operations as far as practicable by 2030. The plan also recognises that the council cannot influence the reduction of emissions outside of the direct control of the authority without working in partnership with others.
- 2.2 Leicestershire County Council adopted its Net Zero Strategy in December 2022 and also recognises that it has limited ability to reduce countywide emissions on its own. In recognition of the need for action on climate change, across all organisations, Leicestershire County Council has developed the Leicestershire Climate and Nature Pact which outlines key principles for any organisation in Leicestershire to sign up to support the move towards net zero emissions across Leicestershire.
- 2.3 The Pact outlines 6 key principles that organisations can sign up to. The Pact will support organisations to work together to respond with urgency and momentum to the climate and nature emergency that has been recognised by many organisations.
- 2.4 Local Government has a vital role in leadership on climate and nature action and is recognised that as early adopters of the Pact it demonstrates their commitment to action on reducing emissions and protecting nature. This is also reflected in the commitments within the council's Climate Action Plan

## **3. Details**

- 3.1 In July 2019, the council declared a climate emergency and the Climate Action Plan was approved by Cabinet in December 2021. The action plan sets out six core principles to support the goal of delivering net zero emissions from the council's operations as far as practicable by 2030. The plan also recognises that the council cannot influence the reduction of emissions outside of the direct control of the authority without working in partnership with others.
- 3.2 The Plan lays out 6 commitments for action.
  - The Council commits to demonstrate political and corporate leadership in acting on climate change
  - The Council commits to managing its own assets and services, with the aim of reducing carbon emission to net zero by 2030, as far as practical



- The Council commits to working with residents and communities to support their actions in reducing emissions and help them increase their resilience to the impacts of climate change
- The Council commits to working with businesses to support their actions in reducing emissions and help them increase their resilience to the impacts of climate change
- The Council commits to ensuring that new development is designed to mitigate emissions and be resilient to the impacts of climate change
- The Council commits to working in partnership to promote resilient natural systems that will help to reduce the impacts of climate change.

3.3 Leicestershire County Council adopted its Net Zero Strategy in December 2022 and recognises that it has limited ability to reduce countywide emissions on its own. Leicestershire County Council are directly responsible for around 2% of all the emissions in Leicestershire. The Net Zero strategy recognises that action on emissions is only possible if a whole range of organisations work together collaboratively on reducing emissions.

3.4 The Leicestershire Climate and Nature Pact is designed to rally support and build momentum for action on climate change and nature recovery across the county.

3.5 The Climate and Nature Pact as detailed in Appendix A outlines 6 key principles:

- To constructively working together to strengthen climate action which supports sustainable development;
- To support a just transition which ensures equality, inclusivity and enables local communities to take climate action;
- To recognise the important role of civil society including youth and children in addressing and responding to climate change and the need for cooperative action;
- To recognise the impacts of the coronavirus pandemic and other global events and the need for sustainable, resilient, and inclusive recovery and growth.
- To recognise and support the climate and ecological emergency and the need to take climate action alongside protecting and enhancing ecosystems and biodiversity.
- To commit to accelerating and taking decisive action to 2030.

- 3.6 These principles give the framework for common areas of commitment, including leadership, improving research, collaborative projects, and community engagement. The Pact will enable organisations to work together to respond to the climate and nature emergency.
- 3.7 The Pact does not place any additional burden on the council that have not already been approved through the Climate Action Plan. Whilst there are no specific requirements on reporting or delivery of the Pact, progression of actions will be reported on as part of the council's annual progress report of the climate action plan and progression will be monitored through key performance indicators.
- 3.8 Harborough District Council is already working collaboratively with other Leicestershire Councils to deliver on key environmental projects as part of the Green Living Partnership. This work includes energy efficiency improvements in homes through Government funded Home Upgrade Grants (HUGs) and Local Authority Delivery schemes (LADs), Solar Together and Elective Vehicle charging projects. This activity would fulfil the terms of the Pact and can be seen as a best practice case study for collaborative working.
- 3.9 The Pact recognises 6 requirements for action:
- **Science and Urgency:** the need to act on climate change.
  - **Mitigation:** reducing carbon emissions from own activities and decision-making processes
  - **Adaptation:** reducing the impacts of climate change
  - **Nature:** halting ecological decline and supporting nature recovery
  - **Finance:** supporting climate action
  - **Collaboration:** working together to deliver greater action

These requirements are the call to action for collaborative working across the county, building on individual organisational actions to build momentum and impact.

- 3.10 These principles and requirements provide a common framework to support different partners working together. For example, councils may work together with the Wildlife Trust, Natural England, universities, and other local groups to draw in funding to build knowledge of the biodiversity of the county and then use that knowledge to highlight specific projects that would improve biodiversity. This might involve identifying funding, land, and expertise, but may also involve informing policy such as biodiversity net gain in the Local Plan policies across the districts.

## 4. Implications of Decisions

### Corporate Priorities

- 4.1 This report contributed to the following corporate priorities:

Priority 1: Community leadership to create a sense of pride and belonging by leading by example and ensuring as far as reasonably practicable council activities have minimum environmental impact.

Priority 3: Creating a sustainable environment to protect future generations by looking to reduce the council's carbon footprint and manage resources in a sustainable way, as well as encouraging others to do the same.

### **Financial**

- 4.2 There is no specific budget for Climate Change action. However, where individual projects or initiatives are identified and where specific funding opportunities are available, such opportunities are followed up as necessary. The council's commitment support green initiatives is recognised in "environmental" capital schemes in the draft budget to be considered by Council on the 27 February 2023.

### **Legal**

- 4.3 The council has a duty to consider the Climate Change Act 2008, in reducing its own emissions and influencing emission reduction across the district.

### **Policy**

- 4.4 The council has adopted its own Climate Action Plan and is committed to reaching net zero as far as practical by 2030. In addition, the Council recognised the role it has as a leader to promote action on climate change. The impact of climate should be assessed in all the council policies and council decisions.

### **Environmental**

- 4.5 The Climate Action Plan sets out the approach to meeting the emissions reduction target. Signing the Climate and Nature Pact supports the principles set out in the council's plan.

### **Risk Management**

- 4.6 Climate Change has a variety of risks for council activities and lack of commitment has a reputational risk.
- 4.7 Not signing the Pact and the council not taking part in the countywide initiative would not support the council's commitment in the Climate Action Plan of demonstrating political and corporate leadership in acting on climate change

### **Equalities Impact**

- 4.8 Whilst an equality assessment has not been completed in relation to this report, an assessment was undertaken as part of the consultation process and development of the Climate Action Plan prior to its approval in 2019.

### **Data Protection**

- 4.9 No data protection issues related to this report.

### **Consultation**

- 4.10 No consultation issues related to this report.

## 5. Alternative Options Considered

5.1 Not applicable for this report

## 6. Background papers

6.1 None



## **Appendix A : The Leicestershire Climate and Nature Pact**

### **Key Principles**

We commit to constructively <b>working together</b> to strengthen climate action which supports sustainable development.
We support a <b>just transition</b> which ensures equality, inclusivity and enables local communities to take climate action.
We recognise the important <b>role of civil society</b> including youth and children in addressing and responding to climate change and the need for cooperative action.
We recognise the impacts of the coronavirus pandemic and other global events and the need for <b>sustainable, resilient and inclusive recovery and growth</b> .
We recognise and support the <b>climate and ecological emergency</b> and the need to take climate action alongside protecting and enhancing ecosystems and biodiversity.
We commit to <b>accelerating and taking decisive action</b> to 2030; the definitive decade.

### **Requirements**

We recognise the need for the following core requirements in order to tackle climate change and ecological decline:

1. **Science and Urgency:** the need to act on climate change  
We will act to increase ambition and delivery of action in relation to climate change mitigation, adaptation and nature recovery in this critical decade and will respond to new scientific evidence and advice accordingly.
2. **Mitigation:** reducing carbon emissions to net zero  
We will implement robust targets and actions plans to achieve net zero, regularly updating strategies, and reporting to demonstrate progress.  
We will seek to accelerate the development, deployment and dissemination of carbon cutting technologies, and the adoption of policies, to transition to net zero, including rapidly scaling up the deployment of clean power generation, energy efficiency measures, modal shifts and nature-based solutions, recognising the need for a just transition.
3. **Adaptation:** reducing the impacts of climate change  
We will work together, with support from the research community, to integrate adaptation into individual and local planning, improving understanding of local impacts of climate change, response options and adaptation needs.
4. **Nature:** halting ecological decline and supporting nature recovery  
We will act to deliver local nature recovery, protecting and enhancing biodiversity in the County.
5. **Finance:** enabling climate action  
We call upon financial institutions, investors, private sector and government to scale up their provision of climate finance, technology transfer and capacity-building for mitigation and adaptation and will prepare our own ambitious funding plan.
6. **Collaboration:** working together to deliver greater action  
We commit to engaging with and contributing to climate and nature collaboration including consultations, partnerships, events, knowledge share and other forms of governance, education and awareness raising that enable positive change.

(Name) supports the principles of the Leicestershire Climate and Nature Pact and will support delivery of the requirements herein.

Signed:

(Optional) In addition, I/we pledge to:

## Part B

### Background

On 13<sup>th</sup> November 2021 every party at COP26, representing almost 200 countries, agreed the Glasgow Climate Pact. The Pact commits to reduce emissions, help those impacted by climate change, enable countries to deliver their climate goals and work together to deliver even greater action. This work was continued at COP27 where a historic agreement was reached to create a Loss and Damage fund to support the most vulnerable communities in the face of climate change.

Leicestershire County Council recognises the urgent need for local action at pace and scale to support delivery of these ambitious commitments, having declared a climate emergency in 2019 and aiming to lead by example by achieving net zero for our own operations by 2030 and playing a key role in achieving a net zero county by 2045. We also recognise that nature is in a state of crisis, having suffered significant decline over recent decades. There is a need to reduce carbon, adapt to the impacts of climate change and support nature recovery in a co-ordinated way to tackle the climate and ecological crises. Many other organisations in the county, including district and borough councils, universities and businesses, have also set ambitious targets and commitments to tackle climate change and protect nature.

To recognise this, we have launched the *Leicestershire Climate and Nature Pact* in partnership. Our Pact, based on the principles of the Glasgow Climate Pact, will support national and international efforts by bringing together the businesses, voluntary, community and social enterprises, universities, education and research sector, public sector and people of Leicestershire to work towards a common goal:

*“Leicestershire will end its contribution to global warming and adapt to the impacts of climate change. The transition to net zero will create a cleaner, greener Leicestershire for people, prosperity and planet; supporting healthy, resilient communities, enabling sustainable growth, and enhancing biodiversity.”*

The Leicestershire Climate and Nature Pact will be regularly reviewed and supported through delivery of relevant strategies including LCC’s [Environment Strategy](#), [Leicestershire Net Zero Strategy](#), [Action for Nature Strategy](#) and other local policies and plans.



### The Pact: Core Requirements Explained

1. **Science and Urgency:** the need to act on climate change
  - Policy and action based on scientific evidence, such as that produced by the Intergovernmental Panel on Climate Change, is of the utmost importance.
  - Concerningly, human activities have caused around 1.1°C of warming to date, with impacts already being felt in every region.
  - The opportunity to deliver carbon budgets consistent with achieving the Paris Agreement temperature goal of 1.5°C are now small and being rapidly depleted.

We will act to increase ambition and delivery of action in relation to climate change mitigation, adaptation and nature recovery in this critical decade and will respond to new scientific evidence and advice accordingly.
2. **Mitigation:** reducing carbon emissions to net zero
  - The Paris Agreement commits to keeping temperature rises to below 2°C and pursuing efforts to limit the increase to 1.5°C, recognising that the impacts of climate change will be much lower at 1.5°C compared with 2°C.
  - To keep within 1.5 °C of warming requires rapid, deep and sustained reductions in greenhouse gas emissions (carbon, methane and others).
  - There is a need to protect and enhance ecosystems and biodiversity to support carbon reduction, including through forests and other ecosystems, whilst supporting local nature recovery.

We will implement robust targets and actions plans to achieve net zero, regularly updating strategies, and reporting to demonstrate progress.

We will seek to accelerate the development, deployment and dissemination of carbon cutting technologies, and the adoption of policies, to transition to net zero, including rapidly scaling up the deployment of clean power generation, energy and resource efficiency measures, modal shifts and nature-based solutions, recognising the need for a just transition.

3. **Adaptation:** reducing the impacts of climate change

- Climate change is already happening and weather extremes and their adverse impacts on people and nature will continue to increase with every additional increment of rising temperatures, with ever-greater social, economic and environmental threat.
- There is an urgent need to scale up action and support, including finance, capacity building and technology transfer, to adapt, strengthen resilience and reduce vulnerability to climate change.
- Leicestershire individuals and organisations need to consider, prepare and act on adapting to climate change, including enhancing the understanding and implementation of adaptation actions and priorities.

We will work together, with support from the research community, to integrate adaptation into individual and local planning, improving understanding of local impacts of climate change, response options and adaptation needs.

4. **Nature:** halting ecological decline and supporting nature recovery

- Nature is in long term decline, driven by impacts of climate change and resource exploitation. Restoring nature can help to tackle the climate crisis.
- It is thought that in Leicestershire there is just 6% woodland cover and less than 1% of land is considered biodiversity rich.
- There is a need for sites managed for nature to be bigger, better quality, more numerous and better connected, with the aim of 30% of land managed for nature by 2030.

We will act to deliver local nature recovery, protecting and enhancing biodiversity and ecosystem services in the County.

5. **Finance:** enabling climate action

- Current provision of climate finance for mitigation and adaptation remains insufficient to meet our goals.
- There is a need to explore innovative approaches and instruments for mobilising climate finance, as well as grants and other forms of finance.
- A just transition will require additional support for those disproportionately impacted by climate change or less able to take climate action.
- Growth and economic development must be consistent with a pathway towards low greenhouse gas emissions, climate-resilience, sustainable resource use and valuing natural capital, maximising opportunities to grow the low carbon economy and skills.
- There is a need to strengthen cooperative action on technology development and transfer for the implementation of mitigation and adaptation actions, including accelerating, encouraging and enabling innovation, and the importance of predictable, sustainable and adequate funding from diverse sources.

We call upon financial institutions, investors, private sector and government to scale up their provision of climate finance, technology transfer and capacity-building for mitigation and adaptation and will prepare its own ambitious funding strategy.

6. **Collaboration:** working together to deliver greater action

- Engagement and partnerships with the private sector, universities and education providers, civil society, communities, youth, government and other actors are vital in designing and implementing climate action, accelerating progress and enabling climate equality and empowerment.
- There is a need for coordinated and coherent action to respond to the scale of climate change impacts.

We commit to engaging with and contributing to climate and nature collaborations including consultations, partnerships, events, knowledge share and other forms of governance, education and awareness raising that enable positive change.

## **Part C**

### **Signatories**

- Leicestershire County Council
- De Montfort University
- National Forest
- Loughborough University
- Environment Agency
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# Harborough District Council



## Report to Cabinet Meeting of 6 March 2023

<b>Title:</b>	<b>Report 6: Governance Arrangements for Allocation of UK Shared Prosperity and Rural England Prosperity Funding</b>
<b>Status:</b>	Public
<b>Key Decision:</b>	Yes
<b>Report Author:</b>	David Wright – Head of Economy & Business
<b>Portfolio Holder:</b>	Cllr Phil King, Strategy, Leader of the Council
<b>Appendices:</b>	1. UK Shared Prosperity Fund Harborough District Investment Plan 2. DLUHC allocation of funding documentation, dated 5 December 2022

### Summary

- i. The report sets out the proposed governance arrangements for allocation of £2,172,095 UK Shared Prosperity (“UKSPF”) and £709,681 Rural England Prosperity Funding (“REPF”), received from government.

### Recommendations

- ii. It is recommended Cabinet:
  1. **Note the work that has been done so far to submit the Council’s proposals for UK Shared Prosperity Funding and Rural England Prosperity Funding; and**
  2. **Note the terms attached to the funding as set out at Appendix 2;**
  3. **Delegate to the Chief Executive, in consultation with the Leader of the Council, authority to:**
    - i. **Commission, negotiate, award and enter into and vary such arrangements and legal agreements as may be necessary or appropriate to implement the Investment Plans for UKSPF and REPF funding ; and**
    - ii. **Negotiate such changes to the Investment Plans, as may be necessary or appropriate to secure efficient and effective delivery of the UKSPF and REPF**

### Reasons For Recommendations

- iii. The guidelines for spending the funding and recording outputs, outcomes and impacts of the funding are complex and require a detailed understanding of, and regular liaison with the Department of Levelling Up, Housing and Communities to ensure compliance. Officers need the ability to be flexible to respond to changing circumstances and make speedy decisions, within the overall priorities and themes of the Investment Plans, in order to avoid potential delivery failure, having to return funding to central government and ensure that the requirements of the funding are met.

## **1. Purpose of Report**

- 1.1 This report updates Cabinet on the allocation of additional funding by government to Harborough District Council. The council was awarded of £2,172,095 from the UK Shared Prosperity Fund ("UKSPF") and £702,681 from the Rural England Prosperity Fund ("REPF"). The funding is to be spent by March 2025.
- 1.2 The report also proposes formal governance arrangements for the distribution of this funding in accordance with the terms of the grant award.

## **2. Background**

- 2.1 In May 2022, Harborough District Council was allocated £2,172,095 from the UK Shared Prosperity Fund (UKSPF) to be spent over three financial years between April 2022 and March 2025. This fund was created by government to further the levelling up agenda and provides £2.6 billion of funding for local investment by March 2025. The UKSPF aims to improve pride in place and increase life chances across the UK by investing in communities and place, supporting local business, and people and skills. It is intended to enable local decision making and lead to visible, tangible improvements to the places where people work and live, alongside investment in human capital, giving communities up and down the UK.
- 2.2 Government expects local authorities to identify and build on their own strengths and needs at a local level, focusing on pride in place, increasing life chances, maximising impact and simplifying delivery of improvement projects in their area.
- 2.3 In September 2022, the council was also allocated £709,681 from the Rural England Prosperity Fund (REPF) to be spent over two financial years between April 2023 and March 2025. This fund was created to address the specific challenges faced by rural areas, particularly lower productivity rate, limited connectivity and poorer access to key services. Local authorities are expected to use the funding for capital projects for small businesses and community infrastructure to improve productivity and strengthen the rural economy and rural communities. The REPF tops up UKSPF allocations and complements existing schemes provided by the Department for Environment, Food and Rural Affairs ("DEFRA").
- 2.4 UKSPF and REPF were created to replace European Union funding post Brexit and promised reduced levels of bureaucracy and funding spent on administration when compared with EU funding. However, to access allocated funding, councils are required to set out measurable outcomes that reflect local needs and opportunities across three investment priorities of communities and place, local business and people and skills.

- 2.5 A briefing session and briefing note were provided to councillors on 14 July 2022, at which stage the council was engaging with partners and interpreting the Government guidance to understand how UKSPF could best be used to support the delivery of key Council objectives.
- 2.6 In September 2022, the council submitted its UKSPF Harborough District Investment Plan (see Appendix 1) to the Government which took account of feedback from councillors, local stakeholders and the three local Members of Parliament, as required by the Government guidance. The council was originally advised that it would be advised whether its investment plan was accepted around late October / early November, but didn't receive approval of the investment plan until 5 December 2023 – see Appendix 2.
- 2.7 A further briefing note was provided to councillors on 28 October 2022, which confirmed the proposed allocation of the funding to the different fund themes and interventions (as set out in the fund prospectus)
- 2.8 Despite the delayed notification of the approval of the council's investment plan the Department of Levelling Up, Housing and Communities ("DLUHC") expects £263,604, of the UKSPF allocation to be spent or allocated within the current financial year, (i.e. by 31 March 2023). Considerable work is therefore ongoing to identify and implement 'quick wins' and easily deliverable projects, including claiming for some relevant projects and expenditure already carried out in 2022/23.

### 3. Details

#### UKSPF Investment Plan

- 3.1 In accordance with the guidance issued by government the council submitted a proposed investment plan which allocated the funding awarded as follows:
  - 3.1.1 **Communities & Place** – Total £1.5 million, including:
    - 3.1.1.1 £1 million – Town Centres – to help to deliver key strands of the town centre masterplans for Lutterworth and Market Harborough, including improving accessibility for disabled people, as well as supporting small scale improvements to the centres in four larger villages (Broughton Astley, Fleckney, Kibworth and Great Glen);
    - 3.1.1.2 £100K – Active Travel - towards active travel improvements, including supporting walking and cycling;
    - 3.1.1.3 £100K – Community Development - to deliver a two-year asset based community development project, building local capacity and identifying future needs and priorities for Section 106 funding;
    - 3.1.1.4 £100K – Feasibility & Corporate Knowledge - to help develop feasibility studies and improve council knowledge and capacity in order to be able to take advantage of future funding and support opportunities, (e.g. Levelling Up Funding);
    - 3.1.1.5 £80K – Volunteering - to support volunteering initiatives and opportunities with local partners;
    - 3.1.1.6 £60K – Events - to support arts, culture and heritage events;
    - 3.1.1.7 £60K – Digital Connectivity - to help support improved digital connectivity across the district.

### 3.1.2 **Local Business Support** – Total £450K, including:

- 3.1.2.1 £150K – Town Centre & Retail Support - to support town centre and retail businesses, including initiatives to increase town centre footfall and improve shop-fronts etc;
- 3.1.2.2 £75K – Tourism Development - to provide support to develop the tourism in the district, including promotional campaigns and initiatives to strengthen the sector;
- 3.1.2.3 £225K – Business Support & Business Grants - to provide general business support, including continuing and improving business advice services previously funded by EU, and offer small Business Grants.

### 3.1.3 **People & Skills** – Total £135K, including:

- 3.1.3.1 £50K – Employment Support - to support economically inactive residents finding employment, (building on recent work with job fairs, job clubs etc.), particularly when EU funding stops in 2023.
- 3.1.3.2 £50K – Upskilling Employees - to try to address the disparity between locally-based workplace earning being lower than the national average, through upskilling employees within workplaces;
- 3.1.3.3 £35K – Skills Shortages - to support work with local employers to address skills shortages in key sectors, including hospitality & logistics, (building on recent successes like HGV Driver training).

### 3.2 The allocation of the funding is phased over three years as follows:

- 3.2.1 Year 1 (2022/23) – £263,604 (12.1%);
- 3.2.2 Year 2 (2023/24) – £527,208 (24.3%);
- 3.2.3 Year 3 (2024/25) –£1,381,283 (63.6%).

## **Rural England Prosperity Funding**

### 3.3 Harborough District Council's submission for the REPF has not yet been approved by government, but included:

- 3.3.1 Support for Rural Electric Vehicle Charging – £155,000;
- 3.3.2 Support for Roll-out of Digital Leicestershire Strategy in rural areas – £100,000;
- 3.3.3 Grants to rural businesses to innovate & grow– £350,000;
- 3.3.4 Grants for community facilities (Year 2 only) – £104,681

### 3.4 The nature of the district means that Market Harborough and Lutterworth could be included within this funding as towns serving the rural area. However, a significant proportion of the UKSPF funding is likely to be spent in Market Harborough and Lutterworth. To ensure that the funding addresses truly rural issues, and contributes to the delivery of the council's Rural Strategy, it is proposed that the REPF allocation is restricted to all areas of the district other than Market Harborough and Lutterworth. An exception to this may be made if a project specifically demonstrates how it directly benefits the rural areas of the district, rural residents or businesses.

### 3.5 Unlike the UKSPF allocation, the REPF funding allocation is only phased over two years:

- 3.5.2 Year 1 (2023/24) – £185,000 (26%);

3.5.3 Year 2 (2024/25) – £524,681 (74%).

### **Delivery of UKSPF and REPF proposals**

- 3.6 DLUHC allow a maximum of 4% of the total value of the UKSPF funding allocation to be used for administration, which it defines as project assessment, contracting, monitoring and evaluation and ongoing stakeholder engagement. DLUHC recognise that the administration requirement may need to be greater earlier in the funding cycle therefore they will assess the costs across the whole funding period. Any underspend on administration can be used to deliver the fund interventions. The council's submitted investment plan (Appendix 1) confirmed that, as a small lead local authority, the council may need to exceed the 4% administrative cost ceiling. This was accepted by DLUHC in the allocation of grant funding documentation (Appendix 4). and the Council was invited to confirm the sum it intended to spend and whether this impacted upon any outputs or outcomes.
- 3.7 Officers calculate that 4% of the total awarded funding will equate to between 0.6 to 0.8 FTE of an economic development officer over the funding period. This is not considered adequate to administer the funding. Accordingly, consideration has been given as to how the council can most efficiently secure the staff needed to administer the funding allocated. To ensure maximum benefit is gained from the administrative cost ceiling, the council has explored collaboration with other local authorities in the region. Both Melton Borough Council and Rutland County Council have indicated they would welcome an arrangement to share resources and achieve economies of scale by pooling the funding each can dedicate to administrative costs, thus delivering the administration of the funding more efficiently. The councils would also use this administrative resource to support work on the REPF, which has no provision for the council to recover administrative costs.
- 3.8 The implementation and delivery of UKSPF and REPF allocations will, due to the nature of the various projects and interventions proposed, require a wide range of different delivery methods and partners, including:
- 3.8.1 Direct procurement of goods and services, ranging from small scale purchase of equipment (e.g. bunting for Coronation celebrations) to larger scale town centre public realm works;
  - 3.8.2 Procurement of consultancy and professional support, ranging from feasibility studies, design and architectural work;
  - 3.8.3 Partnership procurement with neighbouring councils to deliver a county-wide business support service and a contract for employment support contract with two other councils;
  - 3.8.4 Support for existing and new partners to deliver individual projects, (e.g. Canals and Rivers Trust, Sustrans and various voluntary sector agencies);
  - 3.8.5 Provision of grant aid to businesses and community groups via an open application process, similar to those carried out during the Covid recovery.
- As a lead local authority for delivery of the fund, the council is responsible for determining the nature of competition, procurement, commissioning or in house delivery for each proposed intervention included in its investment plan.
- 3.9 Given the complexity of these schemes, a robust project management methodology will be applied, in order to ensure that the council:

- 3.9.1 Delivers the component activities of UKSPF and REPF;
- 3.9.2 Ensures that government monitoring and evaluation requirements are met;
- 3.9.3 Ensures that the allocated funding is spent to avoid it being returned to government

in accordance with the terms of the grant funding agreement.

- 3.10 The tight timescales and challenges attached to allocating funding and delivering projects require governance arrangements which are efficient and flexible while providing suitable transparency and accountability. As a lead local authority, the council is accountable to government for current or emerging operational or financial risks or issues, and any contingency measures put in place. In the event that government is not satisfied with the oversight and delivery of the investment plan, it could impose additional support and or enhanced monitoring, and reduce delegation of the funding to the district. The grant funding agreement requires the council to:

- 3.10.1 have governance and assurance arrangements in place and ensure all legal and other statutory obligations and consents are adhered to will be adhered to;

- 3.10.2 confirm the checks carried out by the Chief Finance Officer to ensure appropriate processes are in place to deliver ensure proper administration of financial affairs relating to the UKSPF allocation;

- 3.10.3 confirm the council has applied management controls that:

- 3.10.3.1 mitigate the risk of fraud;

- 3.10.3.2 ensure funding has been used in accordance with UK subsidy control legislation;

- 3.10.3.3 ensure that any procurement complies with public procurement rules;

- 3.10.3.4 ensure compliance with statutory obligations under the Public Sector Equality Duty; and

- 3.10.3.5 ensure that any personal data obtained in connection with UKSPF activities is handled in compliance with the Data Protection Act 2018.

- 3.10.4 cooperate with the Secretary of State in any inquiries regarding delivery of the UKSPF; and

- 3.10.5 complete and return the templated Statement of Grant Usage letter on an annual basis.

## **Governance proposals**

- 3.11 The council was required to provide substantial detail to government when submitting its investment plan for approval. It therefore ensured that existing or proposed projects from existing council documents such as the Economic Development Strategy, Corporate Plan 2022 – 2031, Tourism Growth Plan and masterplans for Market Harborough and Lutterworth were promoted over new proposals. The council is not able to unilaterally alter that investment plan at this stage – any variation to it must be agreed with government. Given the limited provision for additional administrative support, and the timescales in which the funding must be allocated and spent, there will be limited scope for variations to the investment plan to be negotiated with government. Consequently, there is limited scope for members to influence the distribution of the funding allocated.

Rather, the focus of the governance arrangements is to ensure that there is democratic accountability for the delivery of the UKSPF and REPF allocations.

- 3.12 It is proposed that authority is delegated to the Chief Executive, in consultation with the Leader of the Council, to ensure delivery of the UKSPF and REPF funded investment plan approved by government. This delegation should include:
- 3.12.1 commissioning, negotiating, awarding, executing and varying any documentation or agreement as may be necessary or appropriate to implement the investment plan set out at Appendix 4;
  - 3.12.2 identifying, negotiating and agreeing changes to the investment plans as necessary or appropriate with DLUHC;
- 3.13 Communications with councillors on progress will be outcome focused and provide updates relevant to delivery milestones as appropriate. The council will comply with the terms of its constitution in respect of the delivery of the investment plan.

## **4. Implications**

### **Corporate Priorities**

- 4.1 The UKSPF and REPF have the potential to deliver across all four objectives within the Corporate Plan, particularly in relation to place and community, and economy. However, there are also significant crossovers with the Healthy Lives and Environment and sustainability objectives.

### **Financial**

- 4.2 The total financial allocation to Harborough District Council is £2,881,776, being £2,172,095 from the UK Shared Prosperity Fund and £709,681 from the Rural England Prosperity Fund. Payment will be made to the council annually in advance. The council may allocate additional funding from alternative resources to augment the funding allocation where appropriate.
- 4.3 The council is only entitled to spend 4% of the UK Shared Prosperity Funding, (i.e. £86,883.80), on administration, monitoring, reporting and management, for both schemes, hence the proposal to share resources with Melton Borough Council and Rutland County Council, in order to achieve economies of scale.
- 4.4 The Chief Finance Officer will be responsible for ensuring that appropriate financial reports are provided to DLUHC and DEFRA as and when required and the Financial Procedure Rules and procurement rules are complied with.

### **Legal**

- 4.5 The council has already entered into a Memorandum of Understanding with DLUHC which sets out what is expected of it in relation to the allocated funding – signature of this agreement by the Chief Executive was required to access the Year 1 funding allocation. The agreement is not legally binding but acts as a framework for the council to work with DLUHC to deliver the UKSPF and REPF allocations.
- 4.6 Legal work will be required to deliver some of the projects, such as purchase of land and negotiation of agreements with businesses and property owners in the district. It is hoped that this can be provided by the Legal Services team. In the event of a lack of capacity or expertise, the council will need to secure additional external legal resources.

## **Policy**

- 4.7 In addition to the Corporate Plan, the UKSPF funding will have a positive impact on the Economic Development Strategy, Town Centre Masterplans for Lutterworth and Market Harborough, Climate Emergency Action Plan and Health and Wellbeing Strategy.
- 4.8 The REPF funding will build on these policies and also have a major impact on delivery of the recently approved Rural Strategy for the district.

## **Environment**

- 4.9 Both UKSPF and REPF funding will significantly contribute towards the delivery of the Council's Climate Emergency Action Plan, through initiatives such as funding towards rural Electric Vehicle charging points, Go Green Business Grants, which have already supported 10 businesses in 2022/23, and the Go Green Business Convention on Tuesday 21 March 2023, which is being funded from UKSPF.

## **Risk Management**

- 4.10 Each project addressed within the investment plan will be separately assessed to review potential risks and mitigations. Corporately, the council will ensure that it complies with the terms of the funding documentation to ensure compliance with the terms of the funding allocation and is not required to return any underspend of the allocation.
- 4.11 As a lead local authority, the council is accountable to government for current or emerging operational or financial risks or issues, as well as any contingency measures put in place to address the identified risks. Failure to address these risks appropriately will result in government requiring enhanced oversight of the delivery of the investment plan, or withdrawal of the office or a grant.

## **Equalities Impact**

- 4.12 The council is cognizant of its public sector equality duty and anticipates that the interventions it has proposed will promote this duty. Equality impact assessments will be undertaken as appropriate in respect of projects to ensure that there is no inadvertent adverse impact on this duty. Where appropriate, mitigations will be introduced to ensure that those from communities or those with specific protected characteristics are not negatively impacted, and ideally, are better supported as a result of the investment.

## **Data Protection**

- 4.13 The council is aware of its obligations under the Data Protection Act 2018 and has adopted policies and training to ensure those obligations are met. It has identified that the main data protection risk in the delivery of the UKSPF and REPF grant allocation is likely to arise from the administration of grants. All grants will be managed via the Ascendant Grant Approval online grants system, which was used extensively to manage Covid related funding. This is a restricted password protected system, which has already proved very effective, not only for data protection, but also for fraud prevention purposes.

## **Consultation and Outcome**

- 4.14 The Council consulted widely, in line with government guidance, in advance of submitting its proposals for both UKSPF and REPF funding. Furthermore, both programmes are based significantly on existing Council strategies, including the Corporate Plan, Rural Strategy and Town Centre Masterplans, all of which involved significant consultation and engagement within the district.



## 5. Alternative Options

- 5.1 The UKSPF and REPF are funding opportunities which the council has successfully submitted investment plans for. They represent the best opportunity for the council to deliver the objectives set out in the various strategies and plans already adopted by the council. Failing to take advantage of the allocated funding would be irresponsible and detrimental to the interests of the district.
- 5.2 Alternative options could be explored in respect of the proposed governance of the administration of the funding, however the funding is time limited and prescribed, therefore more extensive governance oversight could be considered disproportionate in the circumstances. Whatever arrangements are ultimately agreed, the council will need to have regard to the requirements of the memorandum of understanding entered into with DLUHC, and not “gold plate” the arrangements or hinder delivery of the allocated funding to appropriate projects as set out within the implementation plan.

## 6. Background papers

- 6.1 UK Share Prosperity Fund: Prospectus<sup>1</sup>
- 6.2 Master plans for Lutterworth<sup>2</sup> and Market Harborough<sup>3</sup>
- 6.3 Economic Development Strategy<sup>4</sup>
- 6.4 Leicester and Leicestershire Tourism Growth Plan
- 6.5 14 July 2022 briefing note for members
- 6.6 28 October 2022 briefing note for members



<sup>1</sup> <https://www.gov.uk/government/publications/uk-shared-prosperity-fund-prospectus/uk-shared-prosperity-fund-prospectus#how-the-fund-will-be-delivered>

<sup>2</sup> [https://www.harborough.gov.uk/downloads/file/7241/lutterworth\\_town\\_centre\\_masterplan\\_final](https://www.harborough.gov.uk/downloads/file/7241/lutterworth_town_centre_masterplan_final)

<sup>3</sup>

[https://www.harborough.gov.uk/downloads/download/1491/market\\_harborough\\_town\\_centre\\_masterplan\\_june\\_2022](https://www.harborough.gov.uk/downloads/download/1491/market_harborough_town_centre_masterplan_june_2022)

<sup>4</sup>

[https://www.harborough.gov.uk/downloads/file/4868/harnessing\\_harborough\\_district\\_economic\\_development\\_strategy](https://www.harborough.gov.uk/downloads/file/4868/harnessing_harborough_district_economic_development_strategy)



# UK Shared Prosperity Fund

Harborough District Investment Plan

September 2022

### Your location

To be eligible for funding, you will need to be applying on behalf of a lead authority in one of the [delivery geographies](#).

Select the lead authority

**For Scotland and Wales only:** Who else is this investment plan being submitted on behalf of? Select all that apply

### Your details

Name: David Wright

Email address: d.wright@harborough.gov.uk

Phone number: 07593 552150

Organisation name: Harborough District Council

### Local challenges and opportunities

In this section, we will ask you:

- If you've identified any challenges or opportunities, you intend to support
- Which of the UKSPF investment priorities these fall under

#### **ARE THERE ANY LOCAL CHALLENGES YOU FACE WHICH FALL UNDER THE COMMUNITIES AND PLACE INVESTMENT PRIORITY?**

**(If yes) Describe these challenges, give evidence where possible**

- Threat of UK recession, inflationary & cost of living pressures.
- Strengthening social fabric and building local pride.
- Tired town centres and public places, which require investment.
- Balance in preference to motor vehicles, and away from walking & cycling in town centres.
- Increased health & well-being issues and low uptake of physical activity.
- Revitalising local economy, rebuilding and recovering post Covid.
- A growing number of empty shops and business failures.
- Retaining local people, and particularly young people, in the area, against competition from other towns and areas.
- Poor digital connectivity in rural areas.
- High house prices, (approx. 23% above Leicestershire averages).
- Limited public or affordable transport in rural areas.

#### **ARE THERE ANY LOCAL OPPORTUNITIES UNDER THE COMMUNITIES AND PLACE INVESTMENT PRIORITY THAT YOU INTEND TO SUPPORT?**

**(If yes) Describe these opportunities, give evidence where possible**

- Town Centre regeneration & the delivery of two new Town Centre Masterplans for Lutterworth and Market Harborough, (approved in 2021 & 2022 respectively).
- New Cultural Quarter in Market Harborough & local arts, heritage & creative activities development.
- Maintaining vitality and vibrancy of local market towns.
- Improving Active Travel & developing the 20-minute neighbourhood.
- Social prescribing, including blue and green asset wellbeing programmes.

- Building on recent digital connectivity improvements, (65% coverage of superfast broadband across District, but a lot less in rural areas).
- Limited development of EV Charging infrastructure in town centre car parks, very limited in rural areas.
- Opportunity support initiatives which may be continued or enhanced by using Section 106 funding.
- [Economic Development Strategy](#) – Support event organisers that provide economic benefits.
- [Corporate Plan 2022 - 2031](#) – CO21: Tourism is increased through the showcasing of our local culture and heritage
- [Market Harborough Town Centre Masterplan](#) – Improve town centre for walking and cycling, including narrowed roads and increased high quality secure cycle parking
- [Tourism Growth Plan](#) - A campaign to highlight the area's food and drink reputation by showcasing sub-regional food and drink both to eat, drink, buy, see in production and experience through activities and events.

#### ARE THERE ANY LOCAL CHALLENGES YOU FACE WHICH FALL UNDER THE SUPPORTING LOCAL BUSINESS INVESTMENT PRIORITY?

(If yes) Describe these challenges, give evidence where possible

- Businesses are still recovering from the Covid-19 pandemic, customers buying patterns have changed. Business survival is a challenge.
- Brexit – businesses have a lack of confidence and knowledge when it comes to exporting and growing their businesses internationally.
- Vacancy rates, national chains leaving empty shops – Market Harborough alone had 13 national chains close during the covid-19 pandemic. These were predominately large units and are therefore unable to house grass root independents.
- Cost of living – customer buying behaviour is changing affecting purchase decisions, buying fewer items and shopping less frequently.
- Threat of UK recession, inflationary pressure.
- Major challenge of recruiting staff.
- Limited take-up of digital trading opportunities in certain sectors.

#### ARE THERE ANY LOCAL OPPORTUNITIES UNDER THE SUPPORTING LOCAL BUSINESS INVESTMENT PRIORITY THAT YOU INTEND TO SUPPORT?

(If yes) Describe these opportunities, give evidence where possible

- Enable new businesses to grow from market traders and home working to a retail unit.
- Create opportunities for businesses to bring new innovative products to the market.
- Provide a platform for businesses to seek business support from a local provider with expert knowledge about the District and what it can offer as a package.
- Support landlords who have long standing vacant units in prime locations.
- Opportunity to provide more town centre events to drive footfall and bring secondary spend to businesses.
- Opportunity with the use of footfall counters and Wi-Fi would enable us to understand how our market towns are performing, how long people are shopping for, frequency of visits and hotspot areas.
- Potential of the District for tourism development.
- Growth of the logistics sector at Magna Park, in the heart of the 'Golden Triangle'.

**ARE THERE ANY LOCAL CHALLENGES YOU FACE WHICH FALL UNDER THE PEOPLE AND SKILLS INVESTMENT PRIORITY? (In Scotland, Wales, and Northern Ireland this should also include challenges relating to Multiply)**

**(If yes) Describe these challenges, give evidence where possible**

- More job vacancies/ postings in the District than universal credit claimants. In June 2022 2,120 job postings and 956 universal credit claimants. 7,800 people economically inactive in the district (data provided by the Department for Work & Pensions) with 24.1% looking for a job. Need to support those economically active to move towards the labour market.
- Many sectors are struggling to recruit enough or the right staff e.g. logistics, care, hospitality.
- Disparity between residents and workplace earning. Harborough District workplace earning (£24,265) are lower than the national average (£25,971), whereas resident earnings (£28,771) are higher, which creates a greater motivation for people to commute outside the area to seek better paid employment, with all the negative impacts associated. This demonstrates that there is a need for upskilling in a workplace setting and for businesses in the Harborough District to increase wages. This also indicates skilled residents in the District and working for employers outside of the District (i.e. London commuters).
- There is no further or higher education provision in the District, meaning many young people leave the area.
- Data from the 2021 census shows the decline in young residents from age 14 to 24. This is likely because there is no further education provision in the district, and only two post 16 options in the form of sixth form colleges.
  - 10 – 14 year olds = 5,900
  - 15 – 19 year olds = 5,400
  - 20 – 24 year olds = 4,300
- Universal Credits claimants increased during the Covid-19 pandemic and have not yet declined to pre-pandemic levels. This is across all age ranges.
- One of our key local delivery partners, **Work Live Leicestershire (WiLL)**, is reliant on funding from the European Social Fund and the National Lottery Community Fund, which will come to an end in April 2023. If there is no other source of funding then the crucial support that they provide for unemployed people living in our rural areas, will come to an end. [www.workliveleicestershire.org.uk](http://www.workliveleicestershire.org.uk)
- Many people with specific challenges are still seeking employment once they are no longer eligible for basic level of Job Centre Plus/ DWP support.

**ARE THERE ANY LOCAL OPPORTUNITIES UNDER THE PEOPLE AND SKILLS INVESTMENT PRIORITY THAT YOU INTEND TO SUPPORT? (In Scotland, Wales, and Northern Ireland this should also include challenges relating to Multiply)**

**(If yes) Describe these opportunities, give evidence where possible**

- Develop more attractive opportunities for young people to stay in the District and retain local talent, rather than losing them to larger surrounding cities - also opportunity to attract them in from nearby Universities into the District
- Support businesses to develop entry level positions for everyone looking for a new career: Kickstart scheme showed an appetite for this type of scheme, but more widely accessible.
- Build on the District Council's ARG funded Harborough Jobs initiatives, including Jobs Fairs, Jobs Weeks, Jobs Clubs and targeted training support for commercial drivers, (which supported the training of 20 new HGV drivers in 2021).
- Targeted training for specific sectors which need employees (e.g. hospitality).
- Provisioned support for job seekers and those further from the labour market to get them work ready.
- Volunteering programme to help people gain the skills they need.
- New Harborough District Corporate Plan and Economic Development Strategy support these kind of initiatives.

## Interventions

In this section, we will ask you about:

- Interventions you've chosen for each year of funding
- Outcomes you want to deliver
- Any interventions that are not listed here
- How these interventions fall under the UKSPF investment priorities, and your rationale for them
- Interventions not included in our list will be assessed before being approved, where you will need to show a clear rationale, how the intervention is value for money, what outcomes it will deliver and how you will monitor and evaluate the intervention. This may include a theory of change or logic chain.

<b>WHAT ARE THE OUTCOMES YOU WANT TO DELIVER UNDER THE COMMUNITIES AND PLACE INVESTMENT PRIORITY? SELECT ALL THAT APPLY.</b>	
<b>Outcome</b>	<b>Tick if applicable</b>
Jobs created	
Jobs safeguarded	
Increased footfall	<b>X</b>
Increased visitor numbers	<b>X</b>
Reduced vacancy rates	<b>X</b>
Greenhouse gas reductions	
Improved perceived/experienced accessibility	<b>X</b>
Improved perception of facilities/amenities	
Increased number of properties better protected from flooding and coastal erosion	
Increased users of facilities / amenities	
Improved perception of facility/infrastructure project	
Increased use of cycleways or paths	<b>X</b>
Increase in Biodiversity	
Increased affordability of events/entry	
Improved perception of safety	
Reduction in neighbourhood crime	
Improved engagement numbers	<b>X</b>
Improved perception of events	<b>X</b>
Increased number of web searches for a place	<b>X</b>
Volunteering numbers as a result of support	<b>X</b>
Number of community-led arts, cultural, heritage and creative programmes as a result of support	<b>X</b>
Increased take up of energy efficiency measures	
Increased number of projects arising from funded feasibility studies	<b>X</b>
Number of premises with improved digital connectivity	<b>X</b>
None of the above	

<b>SELECT THE INTERVENTIONS YOU INTEND TO USE WHICH MEET THE COMMUNITIES AND PLACE INVESTMENT PRIORITY. YOU CAN SELECT AS MANY AS YOU LIKE.</b>
<b>Intervention</b>
<i>A full list of nation-specific interventions is available in the relevant annex to the Prospectus.</i>
E1 - Improvements to town centres & high streets, including better accessibility for disabled people.
E6 - Local arts, cultural, heritage & creative activities.
E7 - Active travel enhancements.
E9 - Impactful volunteering and/ or social action projects to develop social and human capital in local places.

E11 - Investment in capacity building and infrastructure support for local civil society and community groups.  
 E14 - Relevant feasibility studies.  
 E15 - Digital Infrastructure.

**HAVE YOU ALREADY IDENTIFIED ANY PROJECTS WHICH FALL UNDER THE COMMUNITIES AND PLACE INVESTMENT PRIORITY?**

**Describe these projects, including how they fall under the Communities and Place investment priority and the location of the proposed project.**

- Extension of the local centres shop front enhancement grant scheme
- Market Harborough Cultural Quarter, to provide signs, features and visitors signs to promote the cultural area as identified in the [Market Harborough Town Centre Masterplan](#)
- Implementation of Lutterworth Town Centre Masterplan and Market Harborough Town Centre Masterplans to improve public realm environment, streetscape and functioning of the centres.
- Support local programmes of arts & cultural events, (eg. work with Arts Fresco, street performance festival, and the Leicester Comedy Festival's Harborough Big Weekend, to create a longer and more successful programme of events).
- Cycle Lane Infrastructure - Improve cycle lanes within Market Harborough and Lutterworth town centres, install new cycle parking in arrival spaces and extend covered motorcycle and cycle parking in town centre car parks.
- Delivery of a Youth Market at Harborough Market, to help diversify the offer to visitor, encourage a wider age range to visit the local market, bring new products to market and guide and support the next generation to become entrepreneurial. There are currently 51 Teenage Markets that take place across the country which are mostly delivered by the local authorities.
- Install sports equipment into town centres, to improve residents' wellbeing, bring the community together through social interactions, diversify the night-time economy, encourage a healthier lifestyle along with decrease anti-social behaviour amongst the youth. Table Tennis England confirmed they have worked in partnership with 25 local authorities to deliver table tennis tables in town centre and cities. Within 5-mile radius Market Harborough residents have access to one table tennis table in a community hall in Langton. Within a 5-mile radius of Lutterworth there are no table tennis tables accessible to residents. ( <https://www.tabletennisengland.co.uk/table-finder/>)
- South Leicestershire Waterways & Wellbeing: Nature in Mind programme
- Feasibility Studies, including identifying the opportunities to maximise our waterways offer and what tourism links can be achieved across borders, and any outcomes arising from our recent Levelling-Up Funding application for Market Harborough Town Centre.
- Town centre digital improvement project to include footfall counters scheme in both market towns and Wi-Fi access increasing town centres attractiveness to a wider demographic and enabling better communication of our offer to visitors.
- Recruit a member of staff on a two-year contract to support the development of Asset-based Community Development plans, building local capacity and identifying future needs and priorities, which can be supported by future funding opportunities, including Section 106 planning funds.
- Improving EV Charging facilities and supporting Electric Car Clubs in rural areas.

**Do you consider these projects may provide a subsidy to potential recipients of the funding under the proposed planned activity?**

**All bids must also consider how they will deliver in line with subsidy control as [set out in the guidance](#).**

**No**

**Detail the assessment you undertook to consider whether the proposed projects constitute a subsidy and any specific measures you will take to make sure the subsidy is permitted.**



We understand the principles of State Aid, so would normally avoid developing schemes which constitute subsidies.

**WHAT ARE THE OUTCOMES YOU WANT TO DELIVER UNDER THE SUPPORTING LOCAL BUSINESS INVESTMENT PRIORITY? SELECT ALL THAT APPLY.**

Outcome	Tick if applicable
Jobs created	<b>X</b>
Jobs safeguarded	<b>X</b>
Increased footfall	<b>X</b>
Increased visitor numbers	<b>X</b>
Reduced vacancy rates	
Greenhouse gas reductions	
Number of new businesses created	<b>X</b>
Improved perception of markets	<b>X</b>
Increased business sustainability	<b>X</b>
Increased number of businesses supported	<b>X</b>
Increased amount of investment	
Improved perception of attractions	
Number of businesses introducing new products to the firm	<b>X</b>
Number of organisations engaged in new knowledge transfer activity	
Number of premises with improved digital connectivity	
Number of businesses adopting new to the firm technologies or processes	<b>X</b>
Number of new to market products	
Number of R&D active businesses	
Increased number of innovation active SMEs	
Number of businesses adopting new or improved products or services	<b>X</b>
Increased number of innovation plans developed	
Number of early stage firms which increase their revenue following support	
Number of businesses engaged in new markets	
Number of businesses engaged in new markets	
Number of businesses increasing their export capability	
Increased amount of low or zero carbon energy infrastructure installed	<b>X</b>
Number of businesses with improved productivity	
Increased number of projects arising from funded feasibility studies	<b>X</b>
Increased number of properties better protected from flooding and coastal erosion	
None of the above	

**SELECT THE INTERVENTIONS YOU INTEND TO USE WHICH MEET THE SUPPORTING LOCAL BUSINESS INVESTMENT PRIORITY. YOU CAN SELECT AS MANY AS YOU LIKE.**

**Intervention**

*A full list of nation-specific interventions is available in the relevant annex to the Prospectus.*

- E16 Open markets & town centre retail & service sector
- E17 Development & promotion of visitor economy
- E23 Strengthening local entrepreneurial ecosystems

**HAVE YOU ALREADY IDENTIFIED ANY PROJECTS WHICH FALL UNDER THE SUPPORTING LOCAL BUSINESS INVESTMENT PRIORITY?**

**Describe these projects, including how they fall under the Supporting Local Business investment priority and the location of the proposed project.**

<ul style="list-style-type: none"> <li>• Roll out a retail business support programme district wide,, (eg, building on our successful shopfront enhancement and empty shops initiatives and possibly <a href="#">Shop Doctor</a>). There has been little to no Business to Consumer financial support or incentives from the local enterprise partnership or other sources to encourage businesses to commit to high rent and unsupportive landlords within the town centres. This is further supported through our Economic Development Strategy: <i>to sustain the strength of town centres against the threat of leakage to other centres and on-line shopping. Investment is necessary here in order to ensure that we can continue to support local businesses financially and be able to build better relationships with our local businesses</i></li> <li>• Building on Harborough District Council experience of delivering proactive grants scheme initiated through the ARG Covid business support, using the additional restrictions grants were able to deliver several <a href="#">grant schemes</a> which enabled businesses to become innovative, become greener or introduce digital technologies and processes.</li> <li>• Work has already begun on the roll out of new walking heritage trails and a walking festival, but there is an opportunity to grow this offer and expand our reach of the walking guides.</li> <li>• Work in partnership with neighbouring councils and partners to deliver a more tailored, locally-based business support programme that will replace the work that the LLEP Growth Hub have been providing over the past couple of years.</li> <li>• Tourism development projects including “Taste the Place” campaign to promote our local food &amp; drink offering &amp; “Sustainable Tourism” campaign, including a Green Tourism Charter and rural tourism initiatives</li> <li>• Enhance and expand the walking tours offer in our rural area. There has been a surge in visitors who wish to take domestic holidays and are choosing places like Harborough to explore due to the rural and authentic experience.</li> </ul>
<p><b>Do you consider these projects may provide a subsidy to potential recipients of the funding under the proposed planned activity?</b>  <b>All bids must also consider how they will deliver in line with subsidy control as <a href="#">set out in the guidance</a>.</b></p>
<b>No</b>
<p><b>Detail the assessment you undertook to consider whether the proposed projects constitute a subsidy and any specific measures you will take to make sure the subsidy is permitted.</b></p>
<p>We understand the principles of State Aid, so would normally avoid developing schemes which constitute subsidies.</p>

WHAT ARE THE OUTCOMES YOU WANT TO DELIVER UNDER THE PEOPLE AND SKILLS INVESTMENT PRIORITY? SELECT ALL THAT APPLY.	
Outcome	Tick if applicable
Number of economically inactive individuals in receipt of benefits they are entitled to following support	<b>x</b>
Increased active or sustained participants of UKSPF beneficiaries in community groups [and/or] increased employability through development of interpersonal skills	
Increased proportion of participants with basic skills (English, maths, digital and ESOL)	<b>x</b>
Number of people in supported employment [and] number of people engaging with mainstream healthcare services	
Number of people sustaining engagement with keyworker support and additional services	<b>x</b>
Number of people engaged in job-searching following support	<b>x</b>
Number of people in employment, including self-employment, following support	<b>x</b>
Number of people sustaining employment for 6 months	

Increased employment, skills and/or UKSPF objectives incorporated into local area corporate governance	
Number of people in education/training	
Increased number of people with basic skills (English, maths, digital and ESOL)	<b>x</b>
Fewer people facing structural barriers into employment and into skills provision	<b>x</b>
Increased number of people familiarised with employers' expectations, including, standards of behaviour in the workplace	<b>x</b>
Fewer people facing structural barriers into employment and into skills provision	
Number of people gaining a qualification or completing a course following support	<b>x</b>
Number of people gaining qualifications, licences, and skills	<b>x</b>
Number of economically active individuals engaged in mainstream skills education, and training.	<b>x</b>
Number of people engaged in life skills support following interventions	<b>x</b>
Number of people with proficiency in pre-employment and interpersonal skills (relationship, organisational and anger-management, interviewing, CV and job application writing)	<b>x</b>
<b>Multiply only</b> - Increased number of adults achieving maths qualifications up to, and including, Level 2.	
<b>Multiply only</b> - Increased number of adults participating in maths qualifications and courses up to, and including, Level 2.	
None of the above	

**SELECT THE INTERVENTIONS YOU INTEND TO USE WHICH MEET THE PEOPLE AND SKILLS INVESTMENT PRIORITY. YOU CAN SELECT AS MANY AS YOU LIKE.**

**Intervention**

*A full list of nation-specific interventions is available in the relevant annex to the Prospectus.*

- |     |   |
|-----|---|
| E33 | Employment support for economically inactive people |
| E37 | Tailored support for the employed to access courses |
| E38 | Local areas to fund local skills needs              |

**ENGLAND ONLY:** People and Skills interventions can only be used in 2022-2023 and 2023-2024 if you have identified a local voluntary and community provision, previously supported by the European Social Fund, at risk of closure. If you have not identified a suitable provision, you will not be able to select interventions for 2022-2023 and 2023-2024 and your investment plan will not be approved.

**HAVE YOU ALREADY IDENTIFIED ANY PROJECTS for 2024-2025 WHICH FALL UNDER THE PEOPLE AND SKILLS INVESTMENT PRIORITY?**

Yes

**Describe the projects for 2024-25, including how they fall under the People and Skills investment priority and the location of the proposed project.**

- A funded work placement scheme (similar to the government's Kickstart scheme 2020-22 which Harborough District Council acted as a gateway for local employers). This would be open to anyone of any age to support people into entry positions in new careers, where previously barriers may have been in place. Many workers left jobs during the pandemic due to redundancy or lack of security within the sector. This would help match them to organisations who need those workers.

<ul style="list-style-type: none"> <li>• Workplace skills programme. A scheme to ensure employees can continue to upskill themselves to ensure they can move up the career ladder and access new opportunities and therefore benefit from increased wages.</li> <li>• Wrap around employment support service for residents. A programme to help job seekers, the economically inactive, the unemployed and employed residents access the support they need to move on. This would include support with CV's, interview skills, job searching, training, skills and qualifications, confidence and some form of mental health provision. The aim of this support is to help people more into work or closer to the labour market, in preparation for work. This may potentially be a partnership project across the county.</li> <li>• Develop sector-based training hubs - a flexible programme to introduce residents into a sector and give them initial training specific to the available roles. This will help to match those seeking work with the sectors that area in need of employees.</li> <li>• Graduate programme to ensure graduates from nearby Universities spill out into the District and local organisations benefit from the talents and skills.</li> </ul>	
<b>Do you consider these projects may provide a subsidy to potential recipients of the funding under the proposed planned activity?</b> <b>All bids must also consider how they will deliver in line with subsidy control as <a href="#">set out in the guidance</a>.</b>	
<b>No</b>	
<b>Detail the assessment you undertook to consider whether the proposed projects constitute a subsidy and any specific measures you will take to make sure the subsidy is permitted.</b>	
We understand the principles of State Aid, so would normally avoid developing schemes which constitute subsidies.	
<b>HAVE YOU IDENTIFIED A LOCAL VOLUNTARY PROVISION AT RISK AS PART OF YOUR PEOPLE AND SKILLS INVESTMENT PRIORITIES?</b>	
<b>Yes</b>	
<b>(If Yes) Describe the local voluntary provision at risk and your rationale for supporting it.</b>	
The Work Live Leicestershire (WiLL) project is funded by the European Social Fund and The National Lottery Community Fund and with their funding coming to an end in March 2023.  Their aim is help overcome barriers to training, employment and well-being across rural Leicestershire through collaboration with a range of partners.  Harborough District Council has been working with WiLL over the last year and has found their input and approach invaluable, and we are keen to sustain and develop this relationship and the scope and reach of their work through the UKSP, but need to start this in 2023, otherwise the impetus will be lost and this essential infrastructure and support will no longer be available.	
<b>Provide the European Social Fund Project Names and Project References for this voluntary and community provision at risk.</b>	
Work.Live.Leicestershire (WiLL) led by Vista, registered charity number 218992.	
<b>What year do you intend to fund these projects? Select all that apply.</b>	
<b>2023-2024</b>	<b>2024-2025</b>
<b>Describe the projects for 2022-2023 and 2023-2024, including how they fall under the People and Skills investment priority and the location of the proposed project.</b>	
<ul style="list-style-type: none"> <li>• Workplace skills programme. A scheme to ensure employees can continue to upskill themselves to ensure they can move up the career ladder and access new opportunities and therefore benefit from increased wages.</li> <li>• Wrap around employment support service for residents. A programme to help job seekers, the economically inactive, the unemployed and employed residents access the support they need to move on. This would include support with CV's, interview skills, job searching, training, skills and qualifications, confidence and some form of mental health provision. The aim of this support is to help people more into work or closer to the labour market, in preparation for work. This may potentially be a partnership project across the county.</li> </ul>	

These fit very well with the People and Skills investment priority, build on our Harborough Jobs initiatives and would be delivered across the whole of Harborough District, with much of the delivery being by rural outreach.	
<b>Do you consider these projects may provide a subsidy to potential recipients of the funding under the proposed planned activity?</b> <b>All bids must also consider how they will deliver in line with subsidy control as <a href="#">set out in the guidance</a>.</b>	
	No
<b>Detail the assessment you undertook to consider whether the proposed projects constitute a subsidy and any specific measures you will take to make sure the subsidy is permitted.</b>	
We understand the principles of State Aid, so would normally avoid developing schemes which constitute subsidies.	

### Approach to delivery and governance

In this section, we will ask you about:

- Structures you have in place to support delivery
- Support you have from stakeholders and the local community
- How you've engaged with MPs as part of your investment plan
- Opportunities you have identified to work with other places

Places need to show how MPs that cover the lead local authority have been engaged on the investment plan and whether they support it. More detail on the role of MPs can be found [here](#).

STAKEHOLDER ENGAGEMENT AND SUPPORT		
<b>Have you engaged with any of the following as part of your investment plan? Select all that apply.</b>		
Public sector organisations	Private sector organisations	Civil society organisations
<b>Describe how you have engaged with any of these organisations. Give examples where possible.</b>		
<p>In preparing our Investment Plan we have been liaising on a regular basis with all our neighbouring local authorities across Leicestershire, as well as having regular communication with a number of key stakeholders, including the Local Enterprise Partnership, business organisations and local voluntary sector agencies. In many cases, these organisations have been lobbying us to gain our commitment to allocate UKSPF funds via them, and we have been very firm that we will not be doing this until our priorities and the Investment Plan are approved, at which point we will procure services.</p> <p>In order to seek 'buy in' for the key themes and priority Interventions within the Investment Plan, we held an online Partnership/ Stakeholder meeting on Friday 15 July 2022. 12 partners plus the three local MPs were invited, and 10 partners, plus a representative of one of MPs attended. This event was very well received and proved a very positive forum for discussing these issues, and in particular, how the delivery of the UKSPF programme can be used as a catalyst for wider partnership working across the District.</p>		
<b>Summarise the governance structures you have in place, including how any advisory panels or associated partnership groups are made up</b>		
The intention is that governance and reporting on the UKSPF will take place in line with Harborough District Council's normal project management methodology This will involve establishing a dedicated Project Board for UKSPF to control progress, with the Interim Chief Executive acting as SRO.		

The project will sit within Harborough District Council's overall Change Programme, with the existing Programme Board acting as the escalation body and providing overall assurance. The administration's Cabinet will take key political decisions and delegate responsibility as needed.

Any capital/ construction elements of the project will be managed as projects in their own right using RIBA methodology. External delivery partners will be engaged via compliant procurement procedures and managed via project management and contract management arrangements.

A single approach to Communications and Engagement will be developed as part of establishing the project. This will include development of a communications plan that looks to cover project needs and activity as well as the wider communications required to maximise the benefits of each component project.

It is anticipated that throughout the delivery of the UKSPF we will continue to engage with the Partnership/ Stakeholder group, (including the three local MPs), which was established on 15 July 2022, in order to seek feedback on the proposed delivery plan and progress, as well as to explore opportunities for wider partnership working.

**Confirm all MPs covering your lead local authority have been invited to join the local partnership group.**

**Yes**

**Are there MPs who are not supportive of your investment plan?**

**No**

**(If Yes) Who are the MPs that are not supportive and outline their reasons why.**

We engaged with all three of the MPs who cover the Harborough District, namely: Neil O'Brien OBE MP, Alicea Cairns MP and Alberto Costa MP, and all three were supportive of the plan.

Not only were they and members of their staff invited to the Partnership/ Stakeholder meeting on Friday 15 July 2022, but we also held a dedicated Teams meeting with all three MPs and the Leader of our Council, (possibly the first time ever), at which we presented plans, listened to their input, and as a result, made significant amendments to the plans.

## PROJECT SELECTION

**Are you intending to select projects in any way other than by competition for funding?**

**Yes**

**No**

**(If Yes) Describe your approach to selecting projects, and why you intend to do it this way.**

Our approach will be a combination of some direct delivery, some working with established local partners, (eg. local Arts Groups which deliver specific arts events, or our established EV Charging partner), some competition and some open grants schemes, (eg. to particular sections of the local business sector, such as town centre retailers).

## DO YOU INTEND TO WORK WITH OTHER PLACES ON ANY OF THE INTERVENTIONS WHICH FALL UNDER THE COMMUNITIES AND PLACE INVESTMENT PRIORITY?

**Which interventions do you intend to collaborate on? Select all that apply.**

Intervention	Tick if applicable
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*A full list of nation-specific interventions is available in the relevant annex to the Prospectus.*

E15 Digital Infrastructure

X

**Describe any interventions not included in this list?**

N/A

**Who are the places you intend to collaborate with?**

Melton Borough Council & Leicestershire County Council

DO YOU INTEND TO WORK WITH OTHER PLACES ON ANY OF THE INTERVENTIONS WHICH FALL UNDER THE SUPPORTING LOCAL BUSINESS INVESTMENT PRIORITY?	
<b>Which interventions do you intend to collaborate on? Select all that apply.</b>	
Intervention	Tick if applicable
<i>A full list of nation-specific interventions is available in the relevant annex to the Prospectus.</i>	
E17 Development & promotion of visitor economy	X
E23 Strengthening local entrepreneurial ecosystems	X
<b>Describe any interventions not included in this list?</b>	
N/A	
<b>Who are the places you intend to collaborate with?</b>	
North West Leicestershire Hinckley and Bosworth Charnwood Blaby Oadby and Wigston Leicester City Leicestershire County	

DO YOU INTEND TO WORK WITH OTHER PLACES ON ANY OF THE INTERVENTIONS WHICH FALL UNDER THE PEOPLE AND SKILLS INVESTMENT PRIORITY?	
<b>Which interventions do you intend to collaborate on? Select all that apply.</b>	
Intervention	Tick if applicable
<i>A full list of nation-specific interventions is available in the relevant annex to the Prospectus.</i>	
E33 Employment support for economically inactive people	X
E38 Local areas to fund local skills needs	X
<b>Describe any interventions not included in this list?</b>	
N/A	
<b>Who are the places you intend to collaborate with?</b>	
North West Leicestershire Hinckley and Bosworth Oadby and Wigston Leicester City	

PUBLIC SECTOR EQUALITY DUTY
<b>How have you considered your public sector equality duty in the design of your investment plan?</b>
<p>Harborough District Council always considers our public sector equality duty in the design of our services. In relation to our UKSPF Investment Plan, interventions relating to Communities and Places, should generally improve things for all sections of the community, by seeking to improve our town centres and places for all members of the community. However, where possible, in relation to physical improvements to our town centres and places, we will endeavour to prioritise projects which improve provision for people with disabilities or mobility difficulties. In relation to interventions relating to People and Skills, these will particularly be prioritised to support people who have had the least life chances, for example, those who are digitally excluded, who have struggled to gain skills and employment, and people suffering with mental health conditions.</p> <p>At the point where we seek to implement specific interventions and projects, full consideration will be given to the potential equality implications, and where appropriate, mitigations will be introduced</p>



to ensure that those from certain communities or with specific protected characteristics are not negatively impacted, and ideally, are better supported as a result of the investment.

**How will you consider your public sector equality duty when implementing your investment plan, including in the selection of projects?**

Our Council's Equality Plan outlines our approach with regards to our Equality duties.

## RISKS

**Have you identified any key risks that could affect delivery, for example lack of staff or expertise?**

Yes

**(If Yes) Describe these risks or issues, including the contingency measures you have in place to mitigate them.**

Lack of Staff:

Given that we are a small District Council the Economic Development team comprises of 3 FTE currently delivering the Economic Development Strategy. The contingency measure is to use the 4% support element of the funding. Other than this, the current staff will be expected to pick up this work alongside their current workload where possible.

Expertise:

There are several interventions that the current team do not have specific knowledge or skills to deliver the projects directly or internally. The contingency measure will be to ensure the staff capacity role has expertise, and/ or to buy in relevant expertise, (eg. project management of public realm capital projects), to meet the gaps when identified.

**Have you identified any key fraud risks that could affect UKSPF delivery?**

Yes

**(If Yes) Describe these risks or issues, including the contingency measures you have in place to mitigate them.**

Risk of non-Harborough District businesses receiving a grant:

The Council will use the existing Ascendant Grant Approval system to deliver small business grants, to ensure that legitimate businesses within the Harborough District are being allocated the grant. This system is used across the country and all applications go through a fraud check and are then RAG rated before they are assessed.

## Capacity and capability

In this section, we will ask you about:

- The capacity and capability of your team to manage funding
- The resources you have in place for work related to UKSPF

Your answers here will help us know how to support you with delivery. They will not affect the amount of funding you will get.

Answer as honestly as possible.

## TEAM RESOURCE

**How many people (FTE) will be put in place to work with UKSPF funding?**

0.6 - 0.8 FTE – using UKSPF 4% staff capacity allowance.

**Describe what role these people will have, including any seniority and experience.**



- Administration
- Co-ordination
- Delivery of masterplan interventions
- Local business support advice and expertise

- Strong capability: Has extensive experience and/or a proven track record of delivery in this area.
- Strong capacity: High degree of confidence that there is enough staffing/resource to manage funding in this area.
- Some capability: Has previous experience of delivery in this area.
- Some capacity: Confident that there is enough staffing/resource to manage funding in this area.
- Limited capability: Does not have previous experience and/or no track record of delivery in this area.
- Limited capacity: Limited confidence that there is enough staffing/resource to manage funding in this area. Additional resource may be needed to support delivery.

#### **CAPACITY AND CAPABILITY**

**How would you describe your team's current experience of delivering funding and managing growth funds?**

Very experienced	Some experience	No previous experience
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**How would you describe your team's current capability to manage funding for procurement?**

Strong capability	Some capability	Limited capability
-------------------	-----------------	--------------------

**How would you describe your team's current capability to manage funding for procurement?**

Strong capability	Some capability	Limited capability
-------------------	-----------------	--------------------

**How would you describe your team's current capacity to manage funding for procurement?**

Strong capacity	Some capacity	Limited capacity
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**How would you describe your team's current capability to manage funding for subsidies?**

Strong capability	Some capability	Limited capability
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**How would you describe your team's current capacity to manage funding for subsidies?**

Strong capacity	Some capacity	Limited capacity
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#### **COMMUNITIES AND PLACE CAPACITY AND CAPABILITY**

**Does your local authority have any previous experience of delivering the Communities and Place interventions you have select?**

Yes	
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**How would you describe your team's current capability to manage funding for Communities and Place interventions?**

Strong capability	Some capability	Limited capability
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**Describe the key capability challenges (if you have any) for delivering Communities and Place interventions. This may include challenges within your local authority and/or your local/regional delivery system.**

Will need to buy in project management capacity to support the delivery of public realm and masterplan capital projects.

**Describe what further support would help address these challenges.**

None

#### **SUPPORTING LOCAL BUSINESS CAPACITY AND CAPABILITY**

<b>Does your local authority have any previous experience of delivering the Supporting Local Business interventions you have select?</b>		
Yes	No	
<b>How would you describe your team's current capability to manage funding for Supporting Local Business interventions?</b>		
Strong capability	Some capability	Limited capability
<b>Describe the key capability challenges (if you have any) for delivering Supporting Local Business interventions. This may include challenges within your local authority and/or your local/regional delivery system.</b>		
Workload and time to manage these alongside other priority work, including developing a new Economic Development and Growth Strategy.		
<b>Describe what further support would help address these challenges.</b>		
Using the 4% staff capacity allowance to support this.		

<b>PEOPLE AND SKILLS CAPACITY AND CAPABILITY</b>		
<b>Does your local authority have any previous experience of delivering the People and Skills interventions you have select?</b>		
Yes	No	
<b>How would you describe your team's current capability to manage funding for People and Skills interventions?</b>		
Strong capability	Some capability	Limited capability
<b>Describe the key capability challenges (if you have any) for delivering People and Skills interventions. This may include challenges within your local authority and/or your local/regional delivery system.</b>		
<p>The team currently work with partners to successfully facilitate some people and skills interventions, but the team do not have certain expertise in this area and therefore do rely on partnership working and the funded resource currently available.</p> <p>The team do not have a specific people and skills officer, so it sits as a small amount of the workload of one of the Economic Development Officers and has only recently become a bigger focus within the team due to the pandemic.</p>		
<b>Describe what further support would help address these challenges.</b>		
<p>We do plan to work with external partners to deliver interventions because they have the experience and specialised staff in place.</p> <p>More funding for staff costs to support this area of growing importance.</p> <p>Possibly allowing more than the 4% allocation to be spent on staffing costs.</p>		

<b>SUPPORT TO DELIVERY UKSPF</b>	
All lead authorities can use up to 4% of their UKSPF allocation to support the delivery of their chosen interventions but by exception, lead authorities will be able to use more than 4%. Are you planning to use more than 4%?	
Yes	
<b>(If Yes) Explain why you wish to use more than 4%.</b>	

We are a small District Council with an Economic Development team comprising of only 3 FTE currently delivering and reviewing the Economic Development Strategy across a large rural District. Whilst we can potentially reprioritise some work to support the UKSPF, this will need to be tempered against current workloads and expectations.

The 4% staff capacity across the 2.5 years, will only fund a part-time 0.6 – 0.8 FTE officer, so there are concerns about whether this support element of the funding will be adequate, so we would welcome a discussion. We are also exploring options to share resources with one or more neighbouring Councils. Other than this, the current staff will be expected to pick up this work alongside their current workload where possible.

### Approvals

Before submitting your investment plan, you should have approval from your:

- Chief Executive Officer
- Section 151 Officer
- Leader of your lead authority

Do you have approval from your Chief Executive Officer for this investment plan?

☐ Yes

Do you have approval from your Section 151 Officer for this investment plan?

☐ Yes

Do you have approval from the leader of your lead authority for this investment plan?

☐ Yes

**If you do not have approval from any of these people, please explain why this is:**

All agreed. All three have been very involved in detailed discussion about the investment plan, along with local MPs, hence, (in part), the delay in submitting this.

### Additional documents

You will have received an email giving you access to a folder where you will need to upload supporting evidence to your investment plan. All applicants must complete and upload the following spreadsheet to the folder prior to submitting their investment plan:

- UKSPF Expenditure Profile spreadsheet
- UKSPF Indicative Deliverables spreadsheet

Your investment plan submission will be considered incomplete without the required documents.

Have you completed and uploaded the two spreadsheets to the SharePoint folder as requested?

☐ Yes





Department for Levelling Up,  
Housing & Communities

Department for Levelling Up,  
Housing and Communities

4th Floor,  
Fry Building  
2 Marsham Street  
London  
SW1P 4DF

David Wright

Harborough District Council

By Email

Email :  
[UKSPFenquiries@levellingup.gov.uk](mailto:UKSPFenquiries@levellingup.gov.uk)

5 December 2022

Dear Colleague,

## UK Shared Prosperity Fund: Harborough District Council

On behalf of the Secretary of State for Levelling Up, Housing and Communities (the Secretary of State), I would like to thank you for submitting your Investment Plan and associated documents in order to access your allocation of the UK Shared Prosperity Fund (UKSPF).

I am writing to confirm that, following the assessment of your Investment Plan, the Secretary of State has allocated funding for 2022/23, as set out in the attached Grant Determination with indicative allocations for the further two financial years up to and including 2024/25. The annual breakdown is shown in the table below.

Allocation 2022/2023 (£)			Indicative allocation 2023/2024 (£)	Indicative allocation 2024/2025 (£)
Capital	Revenue	Capacity	527,208	1,381,283
92,000	171,604	20,000		

Funding is to be used solely in line with the UKSPF Prospectus and Additional Guidance issued. Funding is also subject to compliance with the terms of the Memorandum of Understanding.

The indicative allocations for 2023/24 and 2024/25 will be reviewed on submission of reporting requirements detailing progress on spend and confirmed in annual Grant Determinations.

### Other

Lead Local Authorities are reminded that they are responsible for ensuring that expenditure is spent in accordance with all applicable legal requirements. This includes, for example, subsidy control and public procurement law. Where Lead

Local Authorities pass the grant to organisations that are not Contracting Authorities, they should ensure that procurements achieve value for money.

Lead Local Authorities are also reminded of their statutory obligations under the Public Sector Equality Duty as set out in Section 149 of the Equality Act 2010.

On behalf of the Secretary of State, officials will review progress on a regular basis to gain assurance that the expenditure, outputs and outcomes detailed in your Investment Plan are being achieved.

For the avoidance of doubt, we may reduce your funding allocation, overall or for a specific year if you do not comply with the performance monitoring requirements or if we believe progress on project delivery is unsatisfactory.

I am copying this letter to your Section 151 Officer (appointed under the Local Government Act 1972) or S95 Officer (appointed under the Local Government (Scotland) Act 1973).

If you have any queries regarding this letter, please contact the UK Shared Prosperity Fund team at the following address: [UKSPFenquiries@levellingup.gov.uk](mailto:UKSPFenquiries@levellingup.gov.uk)

I and my colleagues look forward to working with you to deliver this investment and seeing the tremendous, positive impact it will make on communities, businesses and individuals across the country.

**Yours sincerely,**

The image shows two handwritten signatures in black ink. The first signature, on the left, is 'J Blakely' written in a cursive style. The second signature, on the right, is 'Carmen Suarez Garcia' written in a more stylized, cursive script.

**Jessica Blakely/Carmen Suarez Garcia**  
**Directors: Levelling Up: Major Programmes**