



Scrutiny Panel - Performance

To All Members of the Performance Scrutiny Panel on Wednesday, 11 January 2023

Date of meeting: Thursday, 19 January 2023

Time: 18:30

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.

Agenda

- 1 Apologies for Absence and Notification of Substitutes.
- 2 Declarations of Members' Interests
- 3 DRAFT Performance Scrutiny Minutes - 17 November 2022 3 - 6
- 4 Leicestershire Resources and Waste Strategy 2022-2050 Report 7 - 82
- 5 Quarter 2 2022-23 Performance Report 83 - 106
- 6 2022.23 Revenue and Capital Monitoring Report– Quarter 2 107 - 124
- 7 Draft Budget 2023-24 & Medium Term Financial Strategy (2024-25 to 2027-28) 125 - 188
- 8 Any Urgent Business
To be decided by the Chairman.

LIZ ELLIOTT
INTERIM CHIEF EXECUTIVE AND HEAD OF PAID SERVICE

HARBOROUGH DISTRICT COUNCIL

Contact:

democratic.services@harborough.gov.uk

Telephone: 01858 828282

Circulate to: Cllr Critchley, Cllr Frenchman, Cllr Mark Graves, Cllr Phil Knowles, Cllr Mahal, Cllr Rickman, Cllr Wood

And all other Councillors for information

HARBOROUGH DISTRICT COUNCIL
MINUTES OF THE MEETING OF THE PERFORMANCE SCRUTINY PANEL

held at

The Council Chamber

Symington Building, Adam & Eve Street, Market Harborough, LE16 7AG

on

17th November 2022

Commencing at 7.00 p.m.

Present:

Councillor Rickman, Chairman

Councillors: Critchley, Graves, Nunn, Mrs Page (ex-Officio) and Mrs Wood

Officers present: S. Hamilton, V. Jessop and C. Mason and D. Wright

Remotely: L. Elliott and C. Pattinson

The Chairman apologised for the technical difficulties which had caused a delay to the start of the meeting.

APOLOGIES FOR ABSENCE AND NOTIFICATIONS OF SUBSTITUTION

Apologies were received from Councillor Frenchman.

DECLARATIONS OF MEMBERS' INTERESTS

There were none.

MINUTES OF THE SCRUTINY PERFORMANCE PANEL

RESOLVED that the Minutes of the Meeting of the Performance Scrutiny Panel held on the 12th October 2022 be signed by the Chairman as a true record.

REPORT 1: SCRUTINY REVIEW REPORT

Due to further technical difficulties, both the Interim Chief Executive and Director for Governance and Law were unable to join the meeting.

RESOLVED that the Scrutiny Review Report be deferred.

REPORT 2: UPDATE ON HARBOROUGH DISTRICT COUNCIL BUSINESS CENTRES

The report was presented by the Economy & Business Service Manager and highlighted the progress of occupancy over the previous twelve months at the two business centres, the Harborough Innovation Centre, and the Grow-on Centre. The Chairman invited questions and comments from those present as follows: -

- The marketing approach in relation to the Centres both to increase tenants and raise their profile, and how is success monitored.
- How the improvements to both Centres are being financed.
- The need for additional Business Centres within the District including Lutterworth and other rural areas, and how these can be financed for example via partnership arrangements.
- New EV charging points – how long would it take to charge a vehicle?
- The return on investment and the success of the HIC from a financial aspect.

It was NOTED that the Interim Chief Executive would provide the information to the Committee after the meeting.

- The benefits of shorter-term leases and how this attracts businesses to the HIC
- The statutory requirements for disabled user-friendly premises and whether these are met by the business centres
- Who would be held responsible if there was an industrial accident at one of the premises.

The second part of the report was presented by the Economy & Business Service Manager where he introduced the lay-out of the Grow-on Centre and informed the panel of the occupancy of the office space and how this has increased since 2021. He outlined the 'future focus' objectives of the Grow-on Centre and how these will be met. The Panel discussed the following points: -

- How and when the Business Centres operational and facilities management will come into effect.
- The impact of a lower capacity and lesser tenanted income at the Grow-on Centre.

- Where the revenue 'break even' point will be, and when the Council are likely to make a return on their investment.
- As a council there needs to be confidence that the Council's part of the investment will make financial gains.

REPORT 6: RIPA MONITORING REPORT

The Interim Deputy Chief Executive and S.151 Officer presented the report. The Panel was asked to note that the Council has not used its RIPA powers in the municipal year to date. Those present commented as follows: -

- Whether it would have been beneficial to the Council to have used RIPA to date and the possibility of it being implemented in the future

The Panel CONSIDERED the report.

ANY URGENT BUSINESS

There was none.

The Meeting ended at 8:16pm

Harborough District Council

LEICESTERSHIRE RESOURCES AND WASTE STRATEGY 2022 - 2050



Title:	Report 1: LEICESTERSHIRE RESOURCES AND WASTE STRATEGY 2022 - 2050
Status:	Public
Key Decision:	Yes
Report Author:	Russell Smith Head of Environmental Services.
Portfolio Holder:	Cllr Johnathan Bateman Planning, Environment and Waste
Appendices:	1. Leicestershire Resources and Waste Management Strategy 2022 – 2050 2. Equality Impact Assessment

Executive Summary

This report sets 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 has 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.

Recommendations

It is recommended that Cabinet:

1. **Adopt the Leicestershire Resources and Waste Strategy (appendix 1).**

Reasons for Recommendations

1. The Strategy provides a policy framework to enable a sustainable system of waste management to be implemented.
2. Policy Justification and Previous Decisions - 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 LRWS sets out how the 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.

- 3. The results from the consultation exercise have been incorporated and a final Strategy produced.**
- 4. The Strategy provides a policy framework to enable a sustainable system of waste management to be implemented.**
- 5. The Strategy includes objectives and pledges which provide guiding principles and commitments to deliver the waste management service as a whole to meet the overall vision.**
- 6. 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.**
- 7. 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.**

1. Purpose of Report

2. To seek the Cabinet approval and adoption of the Leicestershire Resources and Waste Strategy 2022 (LRWS/Strategy). The Strategy sets out how the Leicestershire Waste Partnership (LWP) intends to manage municipal waste up until 2050.

3. Background

4. The first Leicestershire Municipal Waste Management Strategy (LMWMS) was adopted by the Leicestershire Waste Partnership (LWP) in 2002. In 2006 it was comprehensively reviewed including a public consultation and full Strategic Environmental Assessment (SEA). The Strategy was subsequently updated in 2011 to reflect changes in performance and the economic climate since 2006 but maintained the objectives of the 2006 Strategy.
5. The LWP commissioned consultants Frith Resource Management to undertake a full review of the Strategy.
6. The national Resources and Waste Strategy (RWS) was released in 2018. It focuses on known problems with effective solutions that will reduce reliance on single use plastics, cut confusion over household recycling, tackle the problems of packaging and end food waste.
7. The RWS outlines how the Government aims to make the UK more resource efficient and to move towards a circular economy which keeps resources in use for longer. The RWS covers the period until 2050 and includes the Circular Economy Package target of 65% recycling rate of municipal solid waste by 2035.

8. Details

9. Following on from the publication of the national RWS, two rounds of consultations were released with local authorities identified as key stakeholders. These included proposals that are expected to affect local waste services including mandatory weekly food waste collections, free garden waste collections, the introduction of a deposit return scheme for

single use drinks containers, extended producer responsibility for packaging (this is in essence where the full cost of collection, recycling and disposing of packaging is met by the producers of the packaging), and a move towards consistent waste collections by all local authorities. These three policies are known collectively as the 'Collection and Packaging Reforms' and consist of;

- a. Deposit Return Schemes (DRS) (England, Wales & NI) – closed June 2021
- b. Reforming the UK packaging responsibility system/Extended Producer Responsibility (EPR) (UK) – closed June 2021
- c. Consistency in household and business recycling collections (England) – closed July 2021

10. To date, the results of the second round of consultations have only been published for extended producer responsibility for packaging (pEPR). They have not yet been published for a deposit return scheme and consistency in household and business recycling collections.
11. Legislation to enable the policy changes within the RWS are contained within the Environment Act which received Royal Ascent on 9 November 2021.
12. The review of the LMWMS has considered the potential forthcoming legislative changes and these are reflected accordingly and, in some instances, caveats have been made due to the continued delay of confirmation of Government policy.
13. It is important to note the Strategy is high-level and therefore non-site specific.

14. Joint Municipal Waste Management Strategy Review Process

15. The purpose of a joint municipal waste management strategy is to:
 - a) Identify the baseline position;
 - b) Outline where partners want to be and when by;
 - c) Articulate how this will be achieved.
16. To achieve the above the following steps were undertaken:
 - a) Strategy Review Steps Outputs
 - b) Production of a detailed Project Plan
 - c) Project planning, gap analysis, data analysis Baseline Report
 - d) Undertake full Equalities and Human Rights Impact Assessment Equalities and Human Rights Impact Assessment
 - e) Agree objectives and options and options assessment criteria Draft Options Appraisal Report and Draft Headline Strategy
 - f) Strategic Environmental Assessment
 - g) (SEA) Scoping Report and 5-week statutory consultation; Draft Environmental Report, Public Consultation Report
 - h) Finalisation of Strategy Final Headline Strategy
 - i) Action Plan
 - j) Final Action Plan

17. Overall Findings

18. The results to the survey were analysed and the key conclusions were;

- The proposed Vision and Strategy resonate with residents
- The understanding of the relationship between waste and climate change is limited.
- Residents are enthusiastic about greater engagement in reducing waste and increasing recycling and recognise they have a key role to play (community initiatives and collective action).
- Communications and engagement activities need to be developed bearing in mind learning from behavioural science, addressing the environmental, personal and social factors that can affect behaviour.

19. The key themes that have been highlighted in the consultation responses together with the issues and considerations that have been raised are summarised below. These are not presented in an order of priority;

- Tackling fly-tipping - an area of concern for residents.
- Putting pressure on producers – residents would like to see producers take more responsibility and use recyclable packaging for their goods.
- Increased access to sustainable activities – recognition of these to be accessible and affordable for all, especially waste prevention and reuse.
- Engagement and encouragement – respondents like to be kept informed and suggested potential for incentives for rewarding positive behaviours.
- Educating residents - suggested that efforts need to be made to encourage understanding the issue of waste and its relationship to climate change.
- Concerns with food waste collections - respondents were generally positive on the introduction of food waste collections but there were concerns raised of how it works in practise e.g. smells and hygiene.
- Expanding kerbside recycling - to reduce the amount of residual waste, respondents were keen for the introduction of a wider variety of materials collected at the kerbside.
- Accessibility of garden waste collections – residents were generally satisfied with the service but a reoccurring theme was accessibility to this service and charging.
- Restricted residual waste collection and household size – residents from larger households raised concerns on restricted residual waste. Overall the option of a fortnightly collection with a smaller size bin was more favourable (39%) than a three weekly collection with a current size bin (16%).
- Improving HWRCs - levels of satisfaction with HWRCs were high although some respondents did raise concerns regarding short opening hours, too few HWRC sites and inaccessibility.

20. Changes to the Strategy

- 21.** A key theme which came out of the consultation exercise, which is not dealt with by the pledges, is fly-tipping. Leicestershire Waste Partnership has therefore committed to address this and added an additional pledge (pledge 2 below).
- 22.** Minor modifications have been made to the remaining 11 pledges but it is not considered that these existing pledges require alteration. The final pledges are;
- 1) All councils within the Partnership will review their purchasing activities and internal waste management services to seek to promote waste prevention, reuse and recycling to support the objectives of this Strategy and lead by example.
 - 2) Environmental crime, particularly fly-tipping does not recognise council boundaries. The Partnership will work together to reduce fly-tipping and litter across Leicestershire and educate residents, businesses, or anyone disposing of rubbish, about their legal duty of care to dispose of their rubbish responsibly.
 - 3) The Partnership pledge to support and encourage waste prevention activity across LWP. This will include working with stakeholders, residents and communities to prevent unnecessary waste arising, for example through food waste reduction campaigns such as Love Food Hate Waste.
 - 4) The Partnership pledge to continue delivering reuse services and expand activities where practicable, working in partnership with other stakeholders and to signpost to places that advocate for waste prevention and reuse, in support of developing a circular economy. This includes a pledge to continue to improve the collection of items for reuse at Household Waste Recycling Centres and explore the development of reuse shops at suitable sites.
 - 5) The Partnership will implement and promote separate food waste collections to all households, subject to confirmation of the national policy, legislation and the provision of total ongoing Government funding. This will be as soon as possible when contracts and circumstances dictate. The County Council will procure anaerobic digestion capacity to treat the collected food waste in a manner that contributes to effective carbon emissions reduction across the County and improves soil quality.
 - 6) The Partnership will explore the use of alternative fuels for collection vehicles and the transportation of waste and resources to further reduce carbon emissions of the service and improve air quality.
 - 7) The Partnership will continue to offer a garden waste collection system to Leicestershire residents. This will follow national guidelines as to the form of the collection and will be subject to legislation and total ongoing Government funding. The Partnership will continue to procure composting capacity to treat the collected garden waste in a manner that supports carbon reduction and improves soil quality.

- 8) The Partnership shall ensure that the full range of recyclables (as specified by the Government and subject to funding) are collected from residents (and businesses where applicable) across Leicestershire by 2025, or as soon as possible when contracts and circumstances allow.
 - 9) The Partnership shall continue to explore the viability of adding extra materials to recycling collections (e.g. for batteries, small electric goods or clothing) striving to continually improve Leicestershire's recycling performance.
 - 10) The Partnership will put in place collection systems to contribute towards the achievement of the national 65% recycling target by 2035. This may include restricting residual waste capacity to encourage greater materials separation, carbon savings and resource recovery. Improvements in materials recovery at Household Waste Recycling Centres will also contribute towards the national target.
 - 11) The Partnership will continue to allocate a communications budget sufficient to help promote good recycling behaviour and support resource recovery to progress the circular economy and low-carbon objectives of this Strategy.
 - 12) The County Council will reduce waste sent to landfill to less than 5% by 2025, well in advance of the 10% national target by 2035. The County Council will undertake future procurement processes for residual waste treatment (alternatives to landfill) in line with the vision and objectives of this Strategy.
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- 23.** In the period during the public consultation the Government released its response to its extended producer responsibility for packaging consultation and has confirmed that glass which was originally to be included in the proposed deposit return scheme will now be part of extended producer responsibility for packaging. No further modelling was undertaken within the options appraisal due to the continued uncertainty around the Government's preferred approach, however the future waste and recycling projections were updated to take account of this amendment.
 - 24.** Due to the continued uncertainty in regards to Government policies a Local Government finance position statement also been added to the Strategy on Plan
 - 25.** A further step in the review process is produce an Action Plan. The Action Plan provides a route map for delivering the vision, objectives and pledges set out in the Strategy. It provides a clear direction of travel to ensure that resources and waste are managed effectively

26. The Action Plan will guide the implementation of the Strategy and will be subject to regular review and monitoring. Changes may be made to the Action Plan in response to (for example):

- Accelerated or delayed implementation of actions
- Variance in predicted performance of actions
- Changes in Government policy, legislation or regulations; or
- Other changes in circumstances

27. The Action Plan has been divided into the following themes:

- Reuse/Circular Economy
- Recycling (performance & collections)
- Residual Waste Reduction
- Partnership Working
- Leading by example
- Communication
- Carbon

28. Some of these themes contain overlapping elements. Each action within the plan details what action is to be taken, how this relates to either an objective or pledge of the Strategy, by whom and when.

29. The Action Plan associated with the Resources and Waste Strategy is high level but builds on the objectives and pledges of the Strategy. There may be further (more detailed) actions for example: a procurement plan; individual Council action plans; business cases, or; communications plans.

30. Conclusion

31. It is recognised that further clarity from Government is needed to fully understand the impact of the potential policy changes which may be the most significant seen for many years. The options modelled which support the Strategy provide a reasonable guide to the magnitude of changes that might be expected and are subject to forthcoming legislation and future funding mechanisms.

32. The Strategy sets the LWP in a robust policy position for an imminent period of substantial change (2023 – 2027) and longer term goals and will help deliver on Net Zero priorities.

33. Implications of Decisions

34. Corporate Priorities

- 35. The strategy will further the Corporate Plan, in particular the creating a sustainable environment to protect future generations priority.
- 36. The adoption of many of the pledges will aid the Council's Climate Emergency work and Net Carbon Reductions.

37. Financial

- 38. Due to the continued uncertainty regarding Government policies a Local Government finance position statement has also been added to the Strategy:
- 39. This Strategy has been published during a time of uncertainty in regard to the Government's progression of the implementation of the national Resources and Waste Strategy (Our Waste, Our Resources: A Strategy for England). The Resources and Waste Strategy was released on 18 December 2018 and sets out how Government will preserve material resources by minimising waste, promoting resource efficiency and moving towards a circular economy.
- 40. Three significant consultations took place during 2019 including Consistency in Household and Business Recycling Collections in England, a Deposit Return Scheme and Extended Producer Responsibility for packaging. Further secondary consultations took place in early 2021 and subsequent changes from 2024/25 could include mandatory household food waste collections, restrictions on garden waste charging and the introduction of a deposit return scheme for drinks containers. At this present time Government has not released the outcomes from two of the consultations, therefore there remains uncertainty in regards to forthcoming legislation and future funding mechanisms.
- 41. All councils are facing challenging financial outlooks. The pressures of high inflation levels, coupled with an ever-increasing demand for core services, is presenting a challenge across the whole local government sector.
- 42. In acknowledgement of this some of the pledges contained within the Leicestershire Resources and Waste Strategy are caveated and 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.
- 43. Over-and-above the finance position statement noted in paragraphs 39 to 42, the Council will keep members informed of potential financial impacts as the process moves forward. In respect of the currently approved budget (2022/23 + Medium-Term Financial Strategy 2023/24 to 2026/27), as noted in the [Budget Principles report considered by Cabinet in November 2021](#) (para 3.8 a), the Council will be entering into a new waste collection contract from 2025/26 and the financial strategy has:
 - A. built in the future cost of collection by including annual inflationary increases reflecting the average increases of the current contract.
 - B. included a 5% cost escalator to reflect the potential costs associated with the government's potential changes to future waste collection.

44. Cabinet agreed to apply similar [budget principles](#) (para 3.13.1) for the 2023/24 Budget and Financial Strategy currently being developed.

45. Legal

46. Legislation to enable the policy changes within the Recycling Waste Strategy (RWS) are contained within the Environment Act which received Royal Assent on 9 November 2021.

47. The review of the LMWMS has considered the potential forthcoming legislative changes and these are reflected accordingly, and, in some instances, caveats have been made due to the continued delay of confirmation of Government policy. It is important to note the Strategy is high-level and therefore non-site specific.

48. 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.

49. For Harborough District Council, the strategy will be considered by Scrutiny and adopted by Cabinet.

50. Policy

51. The adoption of the strategy will form part of the policy for collections and waste management moving forwards, it will also link into Council's Bin Policy currently in place.

52. Environmental Implications including contributions to achieving a net zero carbon Council by 2030

53. The Strategy sets the LWP in a robust policy position for an imminent period of substantial change (2023 – 2027) and longer-term goals and will help deliver on Net Zero priorities. This vision of the strategy is particularly pertinent:

54. "To work towards a circular economy and contribute to achieving net zero carbon by 2050 in Leicestershire. This means fully embracing the waste hierarchy by preventing waste and keeping resources in circulation for as long as possible, through reuse, repair and recycling, to realise their maximum value whilst minimising environmental impacts"

55. Risk Management

Risk No	Risk Description	Likelihood	Impact	Risk
1	Preparedness for significant changes in national policy	Significant	Critical	Medium
2	Affordability of implementing significant legislative and national policy changes	High	Critical	High
3	Delayed outcomes from Government consultation	Significant	Critical	Medium

Risk No	Mitigation
1	Engage in consultations and ensure consideration the impact of these significant changes to national policy. Ensure strategy pledges are sufficiently caveated to be clear that implementation of changes with significant resource implications will be subject to full and ongoing government funding. Strategy development to progress, overseen by Leicestershire Waste Partnership.
2	Ensure strategy pledges are sufficiently caveated to be clear that implementation of changes with significant resource implications will be subject to full and ongoing government funding.
3	Leicestershire Waste Partnership in place to monitor updates, consider implications and advise on next steps or risks as required.

56. Equalities Impact

- 57.** An Equality and Human Rights Impact Assessment (EHRIA) Screening was undertaken and concluded that the review of the LMWMS was subject to a full EHRIA. This EHRIA provides a strategic framework and further EHRIAs will be undertaken, where appropriate, for delivery of activities, and as specific schemes are developed.
- 58.** This EHRIA has enabled the LWP to assess whether the new LRWS discriminates or has any adverse impact on any particular community or group of people within Leicestershire. The key outcome of the EHRIA is for the LWP to ensure the LRWS promotes accessible services, accessible information and appropriate equality training where required.

59. Data Protection

- 60.** There will be no Data Protection implications.

61. Summary of Consultation and Outcome

62. Public Consultation

- 63.** Following a stakeholder mapping exercise, a public consultation commenced on 31 January 2022 and ran for 12 weeks until 25 April 2022.
- 64.** The full suite of documents for public consultation comprised of;

a) The Draft Leicestershire Resources and Waste Strategy

- i. Describes the approach the LWP would take in delivering recycling and waste management services from 2022 – 2050
- ii. Contains the vision, objectives and pledges that sit alongside forthcoming national changes
- iii. Includes 11 pledges covering; leading by example; waste prevention; reuse; food waste collections; alternative fuels; garden waste collections; consistent collections; extra materials for recycling collections; the national recycling target of 65% by 2035; communications to target recycling behaviour and reduction of waste sent to landfill.

b) The Draft Options Appraisal Report

- i. Explores the current and alternative ways of delivering the wastes services, the associated costs and the recycling rates that could be achieved as well as considering potential implications of upcoming national policy changes
- ii. Provides evidence behind the pledges within the draft Strategy.

c) The Draft Environmental Report – from the SEA process

- i. Considers the environmental impacts of the alternative ways of delivering the Strategy
- ii. Involved a five week statutory consultation period from July 2021 and received input from Natural England, Historic England and the Environment Agency.

65. In addition to the above, a consultation summary document outlining the main aspects of the Strategy was available to view.

66. The consultation documents were available online via the County Councils 'Have Your Say' webpage and signposted from Partner websites. Hard copies were available upon request.

67. The consultation comprised a survey (predominately online) consisting of tick box questions and open comments. Questions sought views on the vision, objectives and pledges within the draft Strategy and asked a series of questions on waste prevention, reuse and recycling behaviours.

68. A wide range of communications were used to promote the survey utilising online and printed media. Presentations were given to specific groups and an online forum and workshop was delivered by Community Research, an independent research marketing firm.

69. The quantitative and qualitative responses to the online questionnaire and responses from groups and organisations to the public consultation are presented in the attached Consultation Report (appendix B).

70. Public Consultation Findings

71. Have Your Say Survey Results

72. A total of 5233 responses to the online survey were received. Almost two thirds of the respondents were female (63%). Compared to the known population of Leicestershire (Census 2011) this shows that females were overrepresented, and males underrepresented. Almost half (45%) of respondents were aged between 45-64 years. Underrepresented age groups in respect to population include 15-24 years old and those over the age of 85 years.

73. The majority of the respondents were supportive of the vision with 83% in agreement; "To work towards a circular economy and contribute to achieving net zero carbon by 2050 in Leicestershire. This means fully embracing the waste hierarchy by preventing

waste and keeping resources in circulation for as long as possible, though reuse, repair and recycling, to realise their maximum value whilst minimising environmental impacts”

- 74.** 83% of respondents also agreed with the pledges and an analysis of the open text comments revealed that fly-tipping was the most common issue, followed by residents wanting more pressure placed on producers to make their packaging recyclable and products more easily repairable. Other comments referred to increasing education and engagement so people have a better understanding of link between waste and climate change.
- 75.** In regard to behaviours, 38% of respondents said that they currently compost at home with 70% expressing an interest in taking part in reuse activities such as using an online platform for selling goods and taking items to a Household Waste Recycling Centre (HWRC).
- 76.** For food waste collections, respondents were generally positive on the introduction of food waste collections (65% of respondents stated they did not see any barriers to participating in a weekly food waste collection service) but there were concerns raised of how it works in practise e.g. smells and hygiene.
- 77.** Evidence shows that delivering the highest recycling rates and reducing carbon emissions can best be achieved by restricting general rubbish capacity (either through distributing smaller bins or collecting the waste less frequently) alongside adding more recycling services including weekly food waste collections. Respondents were asked which service configuration they would prefer. Overall, the option of a fortnightly collection with a smaller bin size was more favourable (39%) than a three-weekly collection with a current size bin (16%).
- 78.** Overall, the majority (64%) of the respondents agreed with the draft Strategy to some extent.
- 79. Other Consultation Activity**
- 80.** A company called Community Research were commissioned to explore residents’ views of the draft Strategy. An online forum was conducted with 25 Leicestershire residents taking part and completing a series of tasks including polling questions, discussion boards and self-filmed videos.
- 81.** Key conclusions included that the vision and strategy resonated with residents and addressed many of their concerns; and that residents are enthusiastic about greater engagement in reducing waste and recycling and recognise the key role they have to play.
- 82.** Presentations were provided to various groups in order to capture their views and these included Leicestershire Equalities Group, Leicestershire Parish Clerks and County Youth Council for Leicestershire.

83. Members commented that references to fly-tipping and litter within the Strategy needed strengthening, noted the differences between district kerbside collections and to look to have a common collection regime, to make county wide communication easier.

84. Alternative Options Considered

85. The Leicestershire Waste Partnership could choose not to adopt this strategy given the absence of clarity from Government. Further clarity from Government is needed to fully understand the impact of the potential policy changes which may be the most significant seen for many years.

86. However, the options modelled which support the Strategy provide a reasonable guide to the magnitude of changes that might be expected and are subject to forthcoming legislation and future funding mechanisms. It has been agreed that to progress with the adoption process, subject to the pledges being caveated where required, is appropriate.

87. Background papers

- <https://www.legislation.gov.uk/ukpga/2003/33/contents>
- <https://www.gov.uk/government/publications/resources-and-waste-strategy-for-england>

Leicestershire Resources and Waste Strategy 2022 - 2050



Foreword

The Government set a clear ambition to improve the environment within a generation in their 2018 Strategy; 'A Green Future: our 25 Year Plan to Improve the Environment. How we manage our waste plays an important part in achieving this ambition as everything that we buy, use and eventually throw away has an impact on our environment.

The Leicestershire Waste Partnership (the County Council and the seven District and Borough Councils) work together to manage all of the household waste that is produced in Leicestershire. In this Strategy, the Partnership sets out how we will deliver recycling and waste management services up to 2050.

We are working towards reducing the amount of waste that is produced, increasing recycling, reducing carbon emissions to support net zero ambitions and keeping resources in use for longer. Additionally, we are pledging to reduce waste sent to landfill.

Depending on the funding that we receive from the Government, we are committed to introducing separate food waste collections across Leicestershire, offering garden waste collections to all residents, and expanding recycling collections.

We are also committed to reviewing our own purchasing activities and internal waste management services to lead by example.

But we can't do this alone. We need people to work with us to achieve these ambitions and we are committed to working with stakeholders, residents and communities to prevent unnecessary waste from being produced in the first place, to promote good recycling behaviour and support resource recovery to progress a circular economy. By working together, we can improve our environment, now and for the future.



Local government financial statement

This Strategy has been published during a time of uncertainty in regard to the Government's progression of the implementation of the national Resources and Waste Strategy (Our Waste, Our Resources: A Strategy for England). The Resources and Waste Strategy was released on 18 December 2018 and sets out how Government will preserve material resources by minimising waste, promoting resource efficiency and moving towards a circular economy.

Three significant consultations took place during 2019 including Consistency in Household and Business Recycling Collections in England, a Deposit Return Scheme and Extended Producer Responsibility for packaging. Further secondary consultations took place in early 2021 and subsequent changes from 2024/5 could include mandatory household food waste collections, restrictions on garden waste charging and the introduction of a deposit return scheme for drinks containers. At this present time Government has not released the outcomes from two of the consultations, therefore there remains uncertainty in regard to forthcoming legislation and future funding mechanisms.

All councils are facing challenging financial outlooks. The pressures of high inflation levels, coupled with an ever-increasing demand for core services, is presenting a challenge across the whole local government sector.

In acknowledgement of this some of the pledges contained within the Leicestershire Resources and Waste Strategy are caveated and can only be implemented if sufficient ongoing additional funding is provided by Government to cover the costs incurred by both the waste disposal and waste collection authorities respectively.

Executive summary

How we view 'waste' has changed; it is no longer only something to get rid of, but is considered a valuable resource, to be retained and reused, or avoided at all where possible. Using waste as a resource can help to reduce the raw materials needed for producing new goods, which has environmental, social and financial benefits. This updated Leicestershire Resources and Waste Strategy (LRWS / the 'Strategy') reflects this global current thinking and describes the recycling and waste management services which will be delivered by the Leicestershire Waste Partnership (LWP)¹ from 2022 up to 2050. The Vision of the LRWS is:

To work towards a circular economy and contribute to achieving net zero carbon by 2050 in Leicestershire. This means fully embracing the waste hierarchy by preventing waste and keeping resources in circulation for as long as possible, through reuse, repair and recycling, to realise their maximum value whilst minimising environmental impacts.

This vision is supported by specific Strategy objectives and a range of pledges and measures that sit alongside national policy changes - setting a direction for long term management of material resources for the benefit of the residents and communities of Leicestershire². In addition, the Strategy includes:

- The policy framework - the current and future context for resources and waste management, considering local issues e.g. air quality, and global issues such as carbon reduction / greenhouse gas reduction and climate change.
- Strategy delivery - how resources and waste will be managed to achieve the vision and objectives, through the services provided by the LWP to its residents and communities and 12 pledges regarding commitments, actions and performance.

¹ Leicestershire Waste Partnership comprises Leicestershire County Council and the seven District and Borough Councils. Leicester City Council is an associate member.

² Note that this Strategy does not cover Leicester City Council which is a unitary authority with its own waste collection and disposal arrangements.

The LRWS includes a focus on waste prevention (avoiding waste generation in the first place) and developing more initiatives on reuse of goods - both at the Household Waste and Recycling Centres and in the community. There are challenging targets around recycling and reuse, aiming to enhance Leicestershire's performance from current levels (around 44% recycling rate) to 65% by 2035, with the majority of progress made over the next five years through the Countywide implementation of weekly food waste collections, more consistent and effective recycling collections and, subject to Government guidelines and funding, potential changes to garden waste collections.

If the national 65% recycling rate is to be met the amount of residual waste (all general mixed 'rubbish') managed by Councils will need to fall from around 260kg per person to around 160kg per person by 2035. Furthermore, the management of residual waste in Leicestershire is also set to change with a pledge to reduce the amount of waste landfilled from current levels (of around 30%) down to 5% by 2025. This is substantially ahead of the new national target of 10% landfilled waste by 2035.

The net effect of the measures within the LRWS is a reduction in the amount of carbon (as measured in CO2 equivalents) in the range of 5,000 -10,000 tonnes of CO2 eq. each year from the collection and management of wastes and resources in the County. This is equivalent to taking between 1,800 – 3,600 cars off the road, in terms of annual emissions savings.

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1. Introduction

What is a Resources and Waste Strategy?

This document is the Leicestershire Resources and Waste Strategy (LRWS) for the Leicestershire Waste Partnership (LWP). The partnership comprises Leicestershire County Council (the Waste Disposal Authority) and the seven Leicestershire Waste Collection Authorities (the District and Borough Councils). Leicester City Council manages its waste via separate arrangements as a Unitary Authority.

This LRWS is an update to the Leicestershire Municipal Waste Management Strategy which has been in place since 2002 and was reviewed and updated in 2006 and 2011 respectively.

The LRWS describes the recycling and waste management services which will be delivered by the LWP up to 2050. The Strategy sets out:

- The policy framework - the current and future context for resources and waste management, considering local issues e.g. air quality, and global issues including carbon reduction / greenhouse gas reduction and climate change.
- The vision, aims, and objectives - what the LWP wants to achieve in terms of resources and waste management.
- Strategy delivery - how resources and waste will be managed to achieve the aims and objectives, through the services provided by the LWP to its residents and communities.

How we view 'waste' has changed; it is no longer only something to get rid of, but is now considered a valuable resource, to be retained and reused, or avoided at all where possible. Also, the adverse impacts of raw material inputs e.g. the resources we use, are becoming increasingly apparent, meaning now more than ever raw materials need to be used efficiently and conserved. Using the resources from waste can help to reduce the raw materials needed for producing new goods, which has environmental, social and financial benefits. This updated LRWS reflects this global current thinking.

The Strategy covers services for managing municipal solid waste (MSW). MSW is all the waste

collected by the local authorities in the LWP³. This includes household, commercial and street cleansing wastes, and wastes taken to the Household Waste and Recycling Centres (HWRCs).

As Waste Collection Authorities, the District and Borough councils have a legal duty to collect municipal waste and Leicestershire County Council, as the Waste Disposal Authority (WDA), has a legal duty to treat, manage and dispose of MSW. The WCAs and WDA work in partnership, recognising that joint working on planning the collection, treatment (composting, recycling, and recovery) and disposal of waste supports efficient service delivery for residents and communities, including businesses.

This Strategy runs up to 2050, however it will be reviewed regularly at appropriate periods during this time. Reviews are needed to make sure the Strategy remains current and in line with national guidance.

How is the service delivered?

All districts in Leicestershire currently have household collections of recycling, residual⁴ and garden waste. Food waste is not currently collected district wide by any WCA; however some have either collected this in the past or have trialled weekly food waste collections over the last few years, including Harborough District Council, Hinckley & Bosworth Borough Council and Oadby & Wigston Borough Council. North West Leicestershire District Council have been successfully trialling a food waste collection since November 2019, and continue to do so.

Recycling

How recycling is collected is broadly consistent across the LWP. Six of the Districts collect all recycling material together in one container (typically a wheeled bin), this is often referred to as a 'commingled collection' and is collected every two weeks. Residents in North West Leicestershire District on the other hand, are provided with a mixture of bags and boxes to separate out key recyclable materials, which are then placed in different compartments on a specialist vehicle. This is often referred to as a 'kerbside-sort' or 'multi-stream' collection. Examples of the containers for each District and Borough council are shown below.

³ It also applies to similar wastes collected by other parties; however this is not under the control of the local authorities.

⁴ 'Residual' waste is 'black bin' waste that is not separated, so is mixed waste or 'general rubbish'.



Commingled collections for:
Blaby District Council,
Charnwood Borough Council,
Harborough District Council,
Hinckley & Bosworth Borough Council,
Melton Borough Council and
Oadby & Wigston Borough Council



Kerbside sort
or multi-stream
collections for
North West Leicestershire
District Council

All of the commingled recyclable materials collected from residents are currently sent to a Materials Recycling Facility (MRF) in Leicester. At this facility, recycling is separated using a combination of manual and automatic sorting processes to sort material streams before being baled and sent for reprocessing.

North West Leicestershire District Council has its own arrangement for processing recycling (which is already separated on the vehicle as it collects from households). Their recycling is transported to a depot in Coalville. Here, the materials are unloaded from the collection vehicles and tipped into dedicated bays where further separation is used where needed. For example, magnets are used to separate the metals from the plastic. Once baled, the collected recyclables are sold on, and this can be directly to reprocessors.

Garden waste

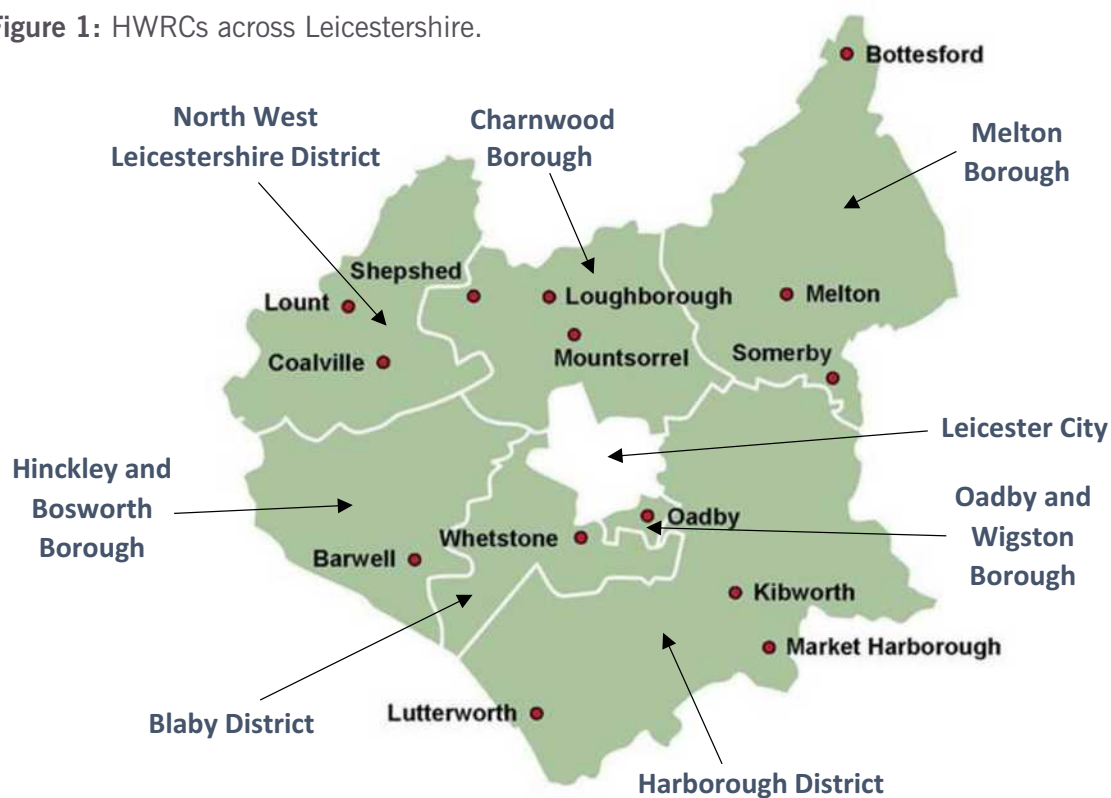
Unlike recycling and residual waste, the collection of garden waste is a non-statutory service and is a discretionary service provided by Local Authorities. As such, Local Authorities are able to provide this service for free, or to ask residents to pay for its collection. All authorities in the LWP charge for the collection of garden waste, except for North West Leicestershire District Council who offer this service for free. Residents wishing to have their garden waste collected typically pay an annual subscription fee which covers the cost of a wheeled bin, vehicles and crew that collect garden waste.

Residents are also encouraged to use other methods to dispose of garden waste. Firstly, via home composting garden waste (cuttings, trimmings, plants, branches and other garden waste which can be composted). Alternatively, residents can also take their garden waste to any of the Household Waste and Recycling Centres.

Household Waste and Recycling Centres (HWRCs)

Household Waste and Recycling Centres (HWRCs)⁵ are provided for residents to dispose of any bulky or additional waste and recycling which cannot be collected through the kerbside collection. There are fourteen HWRCs located across Leicestershire, as shown in the image below. These sites are managed by Leicestershire County Council.

Figure 1: HWRCs across Leicestershire.

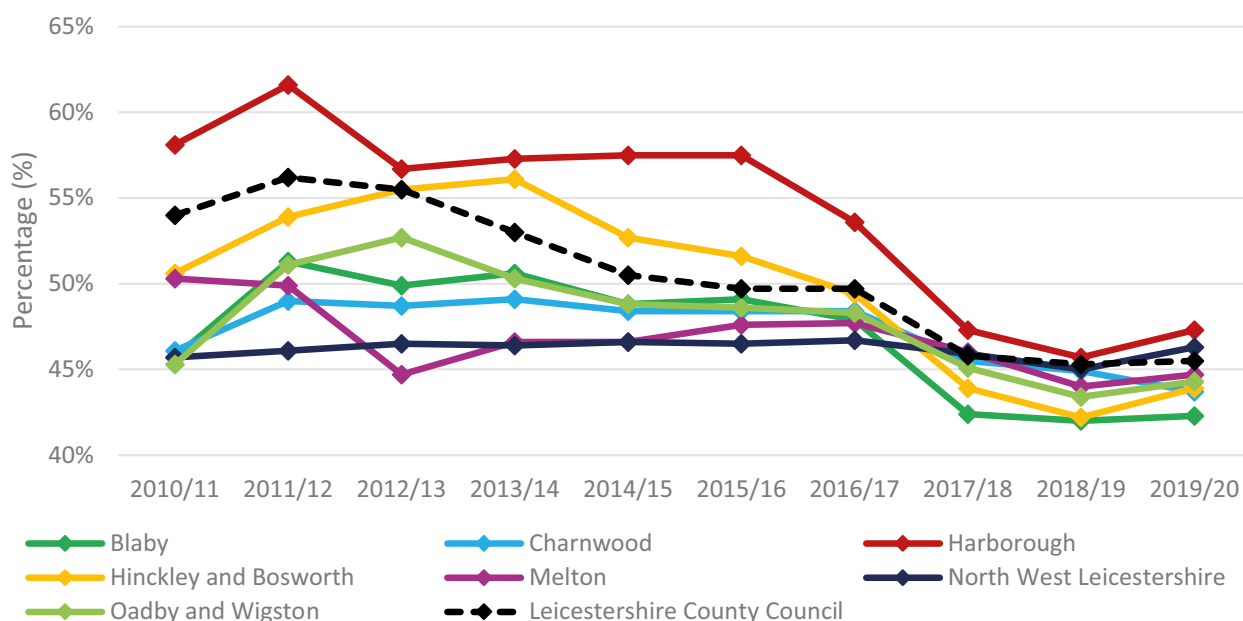


The HWRCs take a wide range of items which can be sent for reuse, recycling or disposal. Opening hours and the waste accepted varies across each site. Leicestershire residents are generally able to use these sites for free. Some charges may apply for specific materials, including hardcore and rubble, tiles, plasterboard and asbestos. Vans, pick-ups and cars with trailers, and any vehicle bringing asbestos, chemicals or liquid paint, require a permit to visit the sites.

In 2019/20, the combined reuse, recycling and composting performance was 45.5% for household waste from collections at the kerbside and from the HWRCs. This is lower than the UK's target to recycle 50% of household waste by 2020. The average for England within the same period was 43.8%, meaning that Leicestershire did perform above national average, despite the fall in overall performance shown below. A key reason for the fall, shown in Figure 2, was not that householders were recycling less, but that a facility which was extracting extra recycling from residual waste had closed.

⁵ Locally in Leicestershire known as Recycling and Household Waste Sites (RHWS) or historically known as 'the tip'.

Figure 2: Current and historic recycling rates for Leicestershire Councils 2010/11 - 2019/20.



Although the recycling rate is above the national average, the amount of waste sent to landfill (the least desirable outcome) was 31.8% in 2019/20, this is much higher than the average landfill rate for local authorities in England, for the same time period (8.5%). Both reducing the waste sent to landfill and increasing recycling are key elements of this Strategy (see section 3).

Who delivers the collection services?

The collection of waste and recycling is the responsibility of the District and Borough Councils. The delivery of this service can be managed in several ways; in-house (the Council run the collections using their staff), via a Local Authority Trading Company (a type of publicly owned 'arms length' company), or by outsourcing the service to a private contractor (also known as contracting out the service). At present, four of the District and Borough Councils operate this service in house (Blaby, Hinckley & Bosworth, North West Leicestershire and Oadby & Wigston) and three are outsourced to the private sector (Charnwood, Harborough and Melton). Collection service contracts typically last between 7 and 10 years.

Bulky waste

Across the County, residents can arrange for the collection of larger items - this is known as a bulky waste collection. Each District and Borough Council has its own service in place for its residents. This service is chargeable (price varies per Council), often with a minimum collection fee. The types of items that can be collected include domestic furniture, appliances (televisions, fridges, freezers, washing machines), beds etc.

Trade waste

Some District and Borough Councils also offer a collection service from businesses in their area, this is known as a trade waste collection. An overview of the trade waste services is provided below.

Council	Waste types collected	Other characteristics
Blaby District Council	General Waste Mixed Recycling Glass Only	Customers can choose from a range of options for both the frequency of collection and the size of containers provided.
Charnwood Borough Council	General Waste	Weekly (or multiples of weekly) collections of residual waste. Intention to start mixed recycling collections soon.
Harborough District Council	General Waste Mixed Recycling	Customers can choose from a range of options for both the frequency of collection and the size of containers provided.
Hinckley & Bosworth Borough Council	General Waste Mixed Recycling	Customers can choose from a range of options for both the frequency of collection and the size of containers provided.
Leicestershire County Council	N/A	LCC run a trade service at Whetstone Waste Transfer Station (WTS) which includes an outlet for general waste and also source separated waste such as cardboard, green waste, wood and inert waste.
North West Leicestershire District Council	General Waste Mixed Recycling	Customers can choose from a range of options for both the frequency of collection and the size of containers provided.

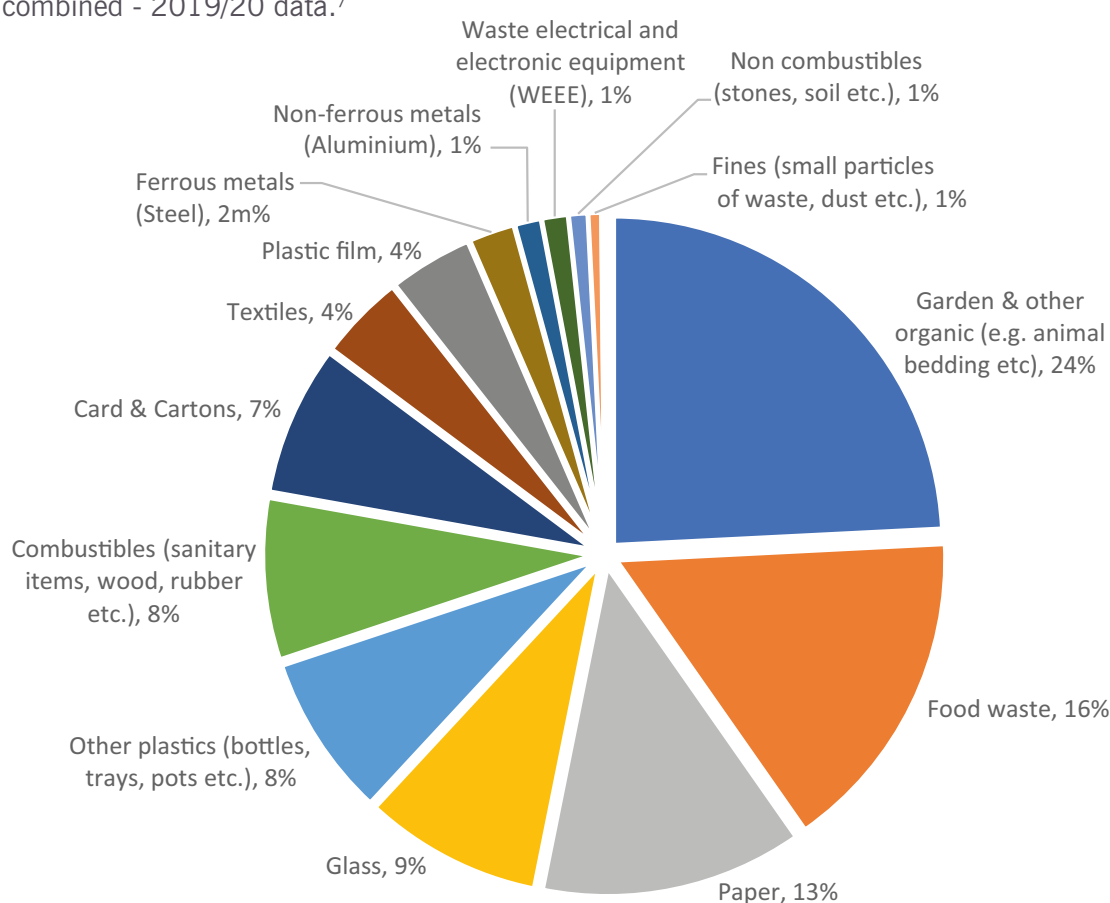
What is in your bins?

The average composition of what a Leicestershire resident puts in their bins each year is shown in the pie chart below. What this illustrates is that the vast majority of items that are disposed of can be prevented, reduced, reused or recycled in some way. This isn't just the materials that we are familiar with recycling like paper, card, metals, glass and plastic, but also other materials like food waste and waste electrical and electronic equipment (WEEE), which can be collected separately and have their resource value recovered.

Separating these additional materials for recycling can help contribute towards achieving 65% recycling, the national recycling target for 2035, set by Government⁶.

Furthermore, other items may be reused to prevent them becoming waste at all. This is preferable to recycling, and options such as using washable nappies, reusable water bottles for drinks and refilling containers with goods from a refill shop or station to avoid new packaging all help conserve resources and avoid packaging and other wastes. There is more on this in sections 3 and 4 of this Strategy.

Figure 3: Waste composition of all bins (residual, recycling and garden) combined - 2019/20 data.⁷



⁶ This is included in the 2020 Circular Economy Package (CEP).

⁷ Data may not add up to 100% due to rounding.

2. What is the proposed strategy for Leicestershire?

This section explains the direction envisaged for the LRWS and includes a summary of influences (both national and local) that have shaped its development.

The Strategy focuses on municipal waste that is waste generated by households and similar wastes from businesses and commerce. It explores different options to reduce the amount of waste arising in the first place (see ‘the waste hierarchy’ described later in this section), and then to manage the remaining material in a way that gives benefit from its resource value.

The management of the residual waste (the remaining waste left for disposal) is managed by long term contracts. Whilst there are different ways to manage this waste, the Strategy takes the position that the prime aim is to avoid waste going to landfill. When new contracts are to be let for managing residual waste, they should review the latest options available and adhere to the principles of this Strategy for subsequent decision making on residual waste management technologies.

The vision and objectives of the LRWS are explained below.

Our strategic vision

The overarching vision of the LRWS is:

To work towards a circular economy and contribute to achieving net zero carbon by 2050 in Leicestershire. This means fully embracing the waste hierarchy by preventing waste and keeping resources in circulation for as long as possible, through reuse, repair and recycling, to realise their maximum value whilst minimising environmental impacts.

Key aspects of this vision, like what we mean by a circular economy and the waste hierarchy are explained in more detail later in this section of the Strategy.

Our objectives to deliver the vision

To achieve the vision outlined above, the following objectives have been developed, and grouped into themes. These are all important guiding principles for the service as a whole and are not in order of priority.

Deliver services in accordance with circular economy principles

Objective 1: Manage materials in accordance with circular economy principles, except where costs are prohibitive, or where the environmental consequences can be demonstrated to be negative.

Objective 2: As local authorities, set an example by preventing, reducing, reusing, recycling and composting our own waste and use our buying power to positively encourage sustainable resource use.

Reduce the climate change / carbon / air quality impact of waste services in Leicestershire

Objective 3: Reduce carbon emissions from Leicestershire's waste management services.

Deliver services that are financially sustainable and equitable across the Partnership

Objective 4: Consider the whole life financial, social and environmental impact, and deliver quality services designed to allow flexibility, innovation and improvement.

Objective 5: Promote the economic and employment opportunities of sustainable waste management where this is consistent with circular economy principles. Consider local / regional supply chain and markets for recycle and other secondary raw materials.

Delivery of high quality waste services for the residents of Leicestershire

Objective 6: Work together to adapt and deliver coordinated services and infrastructure for waste services with lower environmental impacts.

Objective 7: Aim to reduce and manage residual waste within the County where this is consistent with the proximity principle and to manage all other waste at the nearest appropriate facility by the most appropriate method or technology.

Work in partnership with local communities across Leicestershire

Objective 8: Work with the community and businesses to raise awareness about environmental matters (including climate change, energy and resource management) and increase participation in waste prevention, reuse and recycling initiatives and link to national campaigns.

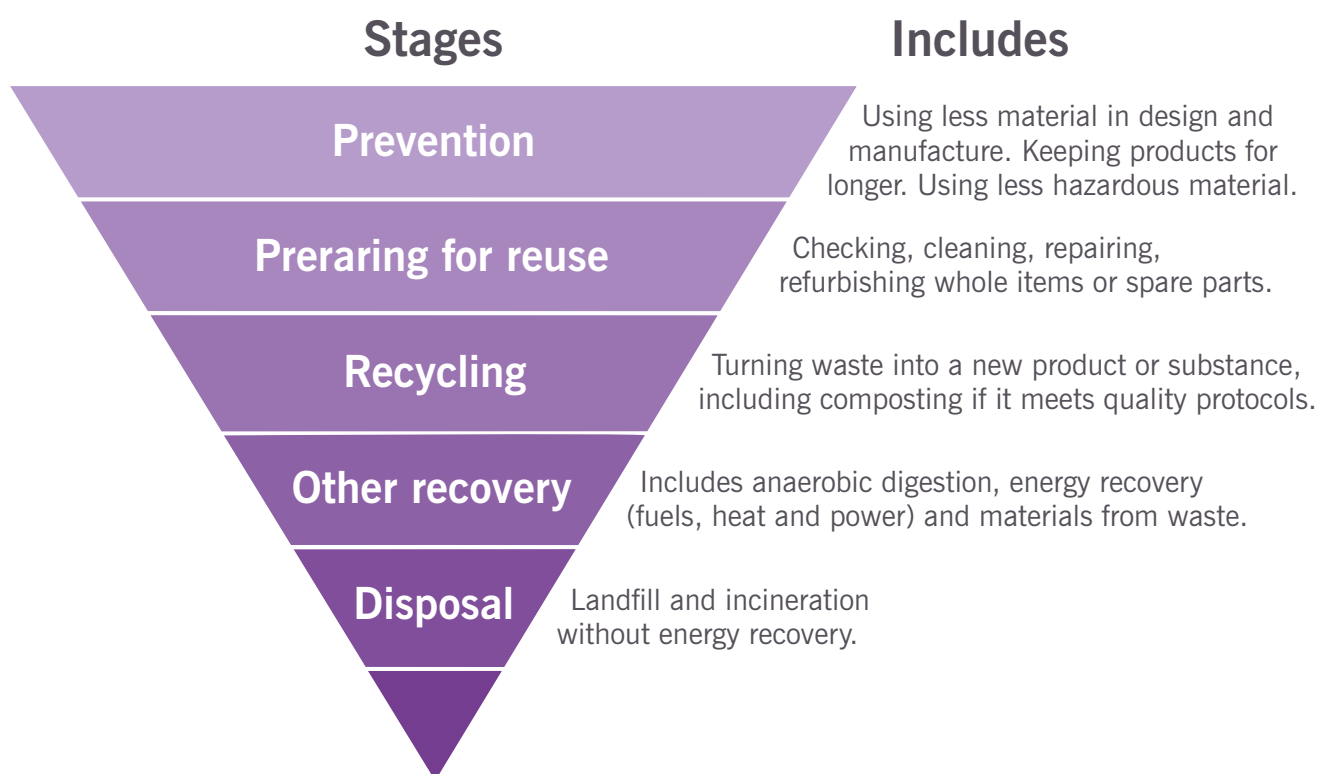
Objective 9: Lobby and work with others, in pursuit of the Partnership's vision of sustainable waste and resource management.

The Strategy also includes a number of pledges setting out specific actions to support and achieve these objectives, these are presented in section 3.

National policy and influences

A guiding principle of managing waste and resources is the 'waste hierarchy', this is shown below with definitions as to the meaning of each level. The most beneficial method is 'prevention' of waste and the least beneficial 'disposal'. This Strategy sets out Leicestershire's intentions on each level.

Figure 4: The Waste Hierarchy (2011).



Resources and waste strategy for England

“Our Waste, Our Resources: A Strategy for England” (2018), is focussed on improving recycling quality and increasing recycling rates from households and businesses. It includes substantial reforms to municipal waste collection and management services, including requiring the separate collection of food waste from households. It also puts a greater responsibility on producers of goods and packaging to play their part in dealing with the products at the end of their life. New measures proposed include Extended Producer Responsibility for packaging materials (EPR)⁸ and the introduction of a deposit return scheme (DRS) for single use drinks containers. This is explained in more detail in section 3. These measures are likely to have a significant impact on the services delivered in Leicestershire and who pays for them. The direction of the national Strategy has had a major influence on the LRWS.

Waste prevention programme for England

Waste prevention activity reduces the amount of waste which is generated, and the Government’s view on how this can be achieved is set out in the Waste Prevention Programme for England, “Prevention is better than cure: the role of waste prevention in moving to a more resource efficient economy” (2013). Key actions for Central Government include setting a clear direction, leading by doing, driving innovation, and ensuring that information regarding waste prevention is available to all. In March 2021, a consultation on a revised Waste Prevention Programme for England was held. The consultation document outlines how waste prevention could be achieved through transforming product design, making it easier for consumers to make sustainable choices or purchases and aligning policy with a circular economy approach (see below).

⁸ The National Strategy also raises the potential for further producer responsibility measures including for textile wastes (e.g. to help tackle ‘fast fashion’ impacts), bulky waste (e.g. mattresses, carpets) and other waste streams.

Net zero carbon

Climate change is the greatest environmental challenge facing the world and is driven by rising levels of greenhouse gases in the atmosphere (which include gases such as carbon dioxide and methane). This results in global heating, rising sea levels and changing patterns of rainfall. These changes can increase the risk of flooding, heatwaves, droughts, and wildfires. To overcome this, the Government has committed the UK to achieving net zero by 2050. This means that there will be an equal balance between the amount of greenhouse gas emissions produced and the amount removed from the atmosphere, through planting trees or using technology such as carbon capture. The waste management sector is estimated to have contributed around 4% of greenhouse gas emissions in the UK in 2019⁹. These emissions can be addressed through minimising the quantity of waste sent to landfill (which is a large contributor of methane emissions), and by applying the waste hierarchy (prioritising prevention, reuse, recycling and recovery).

Circular economy

In a Circular Economy, we see a transition away from a take-make-dispose ideology to a more circular system in which we keep resources in use for as long as possible. This is achieved through maintaining the maximum value when in use, and then recovering and repurposing material at the end of its life. The EU Circular Economy Package (CEP) introduces a revised legislative framework, identifying steps for the reduction of waste and establishing an ambitious and credible long-term path for waste management and recycling. This has been largely incorporated into UK Government strategy and policy and key elements within “Our Waste, Our Resources: A Strategy for England” (2018).

Clean growth strategy

The Clean Growth Strategy was published in 2017 by HM Government, which aims to increase national income while reducing greenhouse gas emissions in order to meet the UK’s 2050 net zero goal. The Strategy highlights that the UK waste sector has contributed to significant falls in carbon, with the large reduction in waste being sent to landfill resulting in lower greenhouse gas emissions. 12.5% of the UK’s energy was generated from ‘renewable sources and waste’ in 2019. The incineration of waste (Energy from Waste or ‘EfW’) made up 13.3%¹⁰ of the renewable energy generated.

⁹ Department for Business, Energy & Industrial Strategy (2021). 2019 UK Greenhouse Gas Emissions, Final Figures.

¹⁰ [Energy use: renewable and waste sources](#)

Air quality

Air quality is used to describe the condition of our air, it can be negatively impacted by a number of pollutants including sulphur dioxide and nitrogen oxide. Road transport is a contributor to poorer air quality, demonstrated by the fact that it accounted for 33% of nitrogen oxide emissions across the UK in 2019. The impact of waste management activity on air quality is most likely to arise through transport impacts, for example, when collecting household waste and recycling and the transport of this to transfer, recycling, treatment and disposal facilities. However, alternative fuels for Refuse Collection Vehicles (RCVs, or 'bin lorries') are coming into the market which will help to reduce the impact that the waste management sector has on air quality, this is because these fuels are cleaner and have a lower environmental impact in comparison to diesel. A pledge on alternative (low emission) vehicle fuels is included in section 3.

Local policies and influences

The LRWS will be implemented in the context of local policies, which both shape and affect it. The proposals in this Strategy have been developed in consideration of these policies, in order to check that the Strategy can be practically implemented and that it either complements or does not diverge from the wider aims of the LWP member authorities, as set out in other relevant policies.

The types of policies influencing the Strategy include the Leicestershire Minerals and Waste Local Plan (the Local Plan). For waste, the Local Plan aims to provide adequate facilities for waste management and mineral extraction/processing facilities within Leicestershire to meet identified needs. The current plan runs from 2019 to 2031. The Local Plan includes Leicester City; Leicester City Council is not within the LWP, but both parties cooperate to deliver plans which affect a wide geographic area.

Further policies and plans considered during the Strategy update cover a wide range of environmental and social issues, such as carbon management, climate emergency declarations and net zero ambitions, community strategies, air quality management, biodiversity and transport. It is important that, to the extent possible, the LRWS is aligned with these other documents. This is specifically addressed by an Environmental Report (see below) which gives more consideration to the local policy influences.

Supporting documents

This LRWS is not developed in isolation; it is supported by research, analysis and consultation. This has been undertaken through the following processes.

Firstly, an Options Appraisal was prepared. This is an assessment of alternative resource and waste service delivery options, analysing combinations of factors such as waste collection methods, recycling options, or treatment approaches. The outcome was a selection of possible approaches to meet the Strategy aims and objectives.

Secondly, a Strategic Environmental Assessment (SEA) was undertaken. SEA considers wider policy influences and assesses the Strategy options against important environmental effects and proposed mitigation. An Environmental Report is the outcome of the SEA; the assessment and mitigation measures in the Environmental Report have influenced the final selected strategy option(s).

Thirdly, an Equalities and Human Rights Impact Assessment (EHRIA) was conducted. This considers, at a strategic level, if the proposed resource and waste services are accessible to the entire community, regardless of characteristics such as age, gender, health, disability, race, or socio-economic status. The EHRIA also includes a public consultation which helps identify any additional unknown barriers the community may have in accessing services in the Strategy. The EHRIA influences the Strategy, identifying if any proposed options need adjusting in order for everyone to have access to the services.

Lastly, there has been a public consultation on key elements within the Strategy to gain feedback from the residents and communities of Leicestershire. The results from the consultation have been reflected within the Strategy.

3. How can the strategy be delivered?

This section identifies LWP's commitments required to deliver the Strategy. These are divided into the topic areas needed to meet the overall vision.

Working in partnership

The LRWS has been developed jointly by LWP members, and it will be implemented by the LWP members working together. The Strategy update has included consultation with officers and elected members from all the LWP authorities. The LWP also recognise that waste issues cross administrative boundaries, and therefore it works with Leicester City Council. Leicester City Council is a Unitary Authority, which makes its own independent waste collection and disposal arrangements, but it co-operates with the LWP on strategic waste issues.

The LWP also works in partnership with residents and communities as they are central to the Strategy. The Strategy objectives are to deliver resource and waste services in which residents and communities can participate effectively. This requires clear and effective communication between the LWP and its residents. Residents are encouraged to maximise resource recovery by using the wide range of recycling services provided by the LWP; in turn, the LWP is required to provide accessible services for the residents, responding to their needs and aspirations.

In the near future, the LWP will also be working with private sector 'Producers' of waste under new Extended Producer Responsibility (EPR) legislation. EPR is intended to promote packaging¹¹ design which considers resource inputs and easier end of life recovery (e.g. reuse or recycling) of the resources within the products. Once finalised, EPR regulations will require the LWP members to participate in its implementation with possible service changes.

¹¹ Government has indicated that EPR may be expanded beyond packaging into other goods and products.

The Partnership is also aware of its role in managing wastes and conserving resources from materials generated in Council buildings and activities and makes the following pledge:

Strategy Pledge no. 1:

All Councils within the partnership will review their purchasing activities and internal waste management services to seek to promote waste prevention, reuse and recycling to support the objectives of this Strategy and lead by example.

The environment in which we live has a significant impact on our quality of life. Residents care about their environment and LWP want Leicestershire to be a great place to live, free from litter and fly-tipping. Tackling environmental crime requires joint working. The Partnership therefore makes the following pledge:

Strategy Pledge no. 2:

Environmental crime, particularly fly-tipping does not recognise council boundaries. The Partnership will work together to reduce fly-tipping and litter across Leicestershire and educate residents, businesses, or anyone disposing of rubbish, about their legal duty of care to dispose of their rubbish responsibly.

Preventing waste and preparing items for reuse

Waste prevention is the highest priority of the waste management hierarchy and is an integral part of any Resources and Waste Strategy. Waste prevention measures ensure that the quantity of waste is reduced (either through the avoidance of waste creation in the first place, reuse of products and services, or the extension of its useful life). It therefore reduces the adverse impacts on the environment of waste generation and management, and subsequently prevents impact on human health.

It also eases our demand on finite natural resources and as such, reduces the carbon emissions associated with waste management activity.

The most effective waste prevention activities are often focused on particular waste streams or products. Over recent years, LWP members have implemented a number of initiatives in support of waste prevention and reuse. These projects have included food waste reduction training through Adult Learning Services, supporting the use of reusable nappies by offering free trials of reusable nappies, encouraging home composting via compost bin subsidies and training, and providing guidance on reducing unnecessary waste such as contamination or junk mail.

As part of the Options Appraisal supporting this Strategy, we have explored the impact of waste prevention measures and make the following pledge:

Strategy Pledge no. 3:

The Partnership pledge to support and encourage waste prevention activity across LWP. This will include working with stakeholders, residents and communities to prevent unnecessary waste arising, for example through food waste reduction campaigns such as Love Food Hate Waste.

The second highest priority of the waste hierarchy is 'preparing items for reuse'. The aim of repair and reuse is to extend the useful life of a product or service. This has wide ranging benefits which include saving money, conserving the Earth's limited resources and lowering carbon emissions. Reuse activities often support social and economic development, through skills training, employment and community volunteering.

Recent examples of reuse activity across Leicestershire include:

- **Adult Learning Service** - Furniture reuse workshops are available to all Leicestershire residents. These workshops take place regularly and teach individuals how to fix and upcycle items of furniture.
- **Textiles repair** - An online guide is available on the Less Waste website, which aims to reduce clothing waste. It encourages more sustainable purchasing habits, gives advice about how to care for and repair clothes, how items can be upcycled and where clothing can be donated/sold. Classes are also available for residents to learn sewing skills, such as how to make new items out of existing fabric at home.
- **Give or Take Day toolkit** - A Give or Take Day is an event where people can exchange unwanted goods for items which they may need. A toolkit is available on the Less Waste website to help individuals set up their own event.

Leicestershire residents are also able to engage in reuse activities at the HWRCs across the County. Leicestershire County Council have been investing in developing its provision for reuse at its HWRCs, creating signage and designated deposit areas called 'ReHome Zones', for items which residents deem eligible for reuse or repair. This currently includes bric-a-brac and bicycles however Leicestershire County Council have a vision to expand and enhance the range of materials which can be saved from going into the 'waste' stream, retaining the definition as a 'product' thereby extending its useful life.

LWP also run the 'Less Waste' website which serves as an online platform for the Partnership to provide information on recycling and waste management to its residents, focusing on themes of 'reduce', 'reuse' and 'recycle'. The website also includes links and information on many of the initiatives quoted above¹².

¹² www.lesswaste.org.uk

As part of the Options Appraisal supporting this Strategy, we have explored the role of reuse in developing a waste strategy and as such make the following pledge:

Strategy Pledge no. 4:

The Partnership pledge to continue delivering reuse services and expand activities where practicable, working in partnership with other stakeholders and to signpost to places that advocate for waste prevention and reuse, in support of developing a circular economy. This includes a pledge to continue to improve the collection of items for reuse at Household Waste Recycling Centres and explore the development of reuse shops at suitable sites.

Collecting food waste and garden waste

After preventing food waste occurring (see Love Food Hate Waste example referred to previously), the next most important method of reducing carbon emissions from food waste is to separately collect and treat it. The most effective way of doing this is to collect food waste from households and businesses on a weekly basis, as a separate material stream, and to process the food waste in Anaerobic Digestion (AD) facilities.

The Government has recognised that a key method of avoiding damaging methane emissions from landfill (methane is a powerful greenhouse gas 28 times more potent than CO₂), is to remove food waste from the residual waste stream, through a dedicated collection service. The Government is requiring (through the Environment Act) all households to have a separate collection of food waste, on a weekly basis, from the mid 2020's.



Figure 5: Food waste collection trial taking place in North West Leicestershire District Council.

Food waste collections have been trialled in parts of the County and there are increasing numbers of councils implementing them across the UK. They tend to use small, dedicated collection vehicles and the carbon benefits from separating and effectively managing the food waste far outweigh the carbon emissions of the collection fleet. An image of the collection trial in North West Leicestershire is shown in Figure 5. More separation of waste for recycling can mean additional mileage to operate the collection service and this can add to local air pollution if not appropriately managed. Electric Refuse Collection vehicles, and some fuelled by hydrogen have been trialled and implemented in the UK, and these have the potential to dramatically reduce local air emissions and save significant amounts of carbon emissions. Vehicles running on alternative fuels are currently much more expensive and require new infrastructure around refuelling / charging, however this is an important area to be evaluated by the Partnership as new vehicles are procured and the cost of technology falls. Some districts within the Partnership are using HVO (hydrotreated vegetable oil) fuel as a substitute for diesel, including North West Leicestershire District Council and Blaby District Council.

The separately collected food waste is usually sent to an AD process. Anaerobic digestion is a process that takes place in sealed vessels in the absence of oxygen. Food waste is fed into the vessels which act like a digestion process, breaking down the food waste using bacteria (in a similar way and a slightly higher temperature than your stomach digesting food). The waste degrades and releases a flammable biogas (which is roughly half methane and half carbon dioxide), this gas is then usually combusted in a gas engine to generate electricity, which can be fed back into the national grid as renewable electricity. The gas can alternatively be used to fuel vehicles with 'biomethane' or, after further processing, as an input into the gas grid. The remaining residue from the food waste is reduced to a slurry and can be, after some further 'maturation' (like a composting process), applied to land as a soil conditioner or fertiliser. As part of the Options Appraisal supporting this Strategy, we have modelled the introduction of separate food waste collections across the County and make the following pledges:

Strategy Pledge no. 5:

The Partnership will implement and promote separate food waste collections to all households, subject to confirmation of national policy, legislation and the provision of total ongoing Government funding. This will be as soon as required and when contracts and circumstances dictate. The County Council will procure Anaerobic Digestion capacity to treat the collected food waste in a manner that contributes to effective carbon emissions reduction across the County and improves soil quality.

Strategy Pledge no. 6:

The Partnership will explore the use of alternative fuels for collection vehicles and the transportation of waste and resources to further reduce carbon emissions of the service and improve air quality.

A garden waste collection is offered to all residents in Leicestershire on a fortnightly basis, as described in section 2. There is currently no duty on WCAs (the Districts / Borough Councils) to collect garden waste, however the Government is considering making a free garden waste collection a mandatory requirement (or introducing a maximum charge), through the National Resources and Waste Strategy for England, this is subject to separate consultation.

The collected garden waste from the County is sent to composting facilities and the resulting compost applied to land to improve soil quality and add nutrient value.

As part of the Options Appraisal supporting this Strategy, we have modelled both free of charge and subscription based garden waste collection systems and make the following pledge:

Strategy Pledge no. 7:

The Partnership will continue to offer a garden waste collection service to Leicestershire residents. This will follow national guidelines as to the form of the collection and will be subject to legislation and total ongoing Government funding. The Partnership will continue to procure composting capacity to treat the collected garden waste in a manner that supports carbon reduction and improves soil quality.

Expanding recycling for homes and businesses

The residents and communities of Leicestershire already have a wide range of materials collected for recycling. This mirrors the Government intention to have a standardised set of materials collected for recycling from each house and business across the Country. This will include food waste (as described previously) and each of the following:

- Metals (cans, foil trays, foil, aerosols)
- Plastics (plastic film, bottles, trays, pots, tubs)
- Cartons (e.g. Tetra Pak)
- Card
- Paper
- Glass

The aim is that all of England has the same range of materials collected (by 2023) and that this will enable more targeted nationwide messages and standardised product labelling for recyclability to be established. Furthermore, residents moving from one area to another will know what materials can be separated for recycling (although there might be different colours or types of containers in which to separate them).

In addition to these changes, Government are seeking to introduce a deposit return scheme (DRS) for all single use drinks containers (excluding bottles made of High-Density Polyethylene plastic, primarily milk bottles and glass bottles). This is likely to place an additional 20p charge (the deposit) onto bottles and cans containing drinks, which then may be redeemed (returned) when the bottle / can is placed in an authorised collection point. The collection points are likely to be at shops / supermarkets and are known as reverse vending machines, although alternative methods of redeeming deposits are also being investigated. The DRS scheme is still undergoing consultation but is due to be implemented in 2024. This could have the effect of changing consumer behaviour to an extent, also potentially reducing the amount of littering of containers (covered by the DRS) and may reduce the amount of recyclables and waste handled by the local authorities.

As part of the wide-ranging national changes and to encourage greater resource recovery from waste, the Government are also intending to implement Extended Producer Responsibility (EPR) for all producers of packaging. EPR means that all packaging producers will need to pay for the costs of dealing with their packaging at the end of its life (e.g. when it is recycled or thrown away). In future (and this is intended to be implemented from 2024), packaging producers will be responsible for the net costs of collecting, handling, recycling, treating and disposing of packaging waste, by providing monies to local government equivalent to that cost. This, together with the DRS scheme, will also provide an incentive to product and packaging producers to consider how their products can be designed better for their resource recovery, for example by making them easier to recycle. Packaging that is hard to recycle will cost more for disposal which will ultimately cost the producer of that packaging. This approach helps the role of the Councils and should assist in improving resource recovery and recycling over the medium and long term.

The appraisal of different collection systems (see supporting Options Appraisal document) demonstrated a preference for maximising recycling through the establishment of a food waste collection. This would be alongside maintaining similar recycling collection systems as at present but increasing participation and use of the recycling service by restricting the residual waste. The preferred method of restricting residual waste was by providing smaller wheeled bins whilst still allowing for plenty of space in the recycling containers. The addition of a weekly food waste collection should also reduce the need for the current levels of residual waste capacity. The Options Appraisal also demonstrated the benefit of providing collection services for other materials like batteries and textiles from households. As part of the modelling for this Strategy we have considered EPR and DRS in addition to different recycling collection systems across the County and make the following pledges:

Strategy Pledge no. 8:

The Partnership shall ensure that the full range of recyclables (as specified by Government and subject to funding) are collected from residents (and businesses where applicable) across Leicestershire by 2025, or as soon as possible when contracts and circumstances allow.

Strategy Pledge no. 9:

The Partnership shall continue to explore the viability of adding extra materials to recycling collections (e.g. for batteries, small electric goods or clothing) striving to continually improve Leicestershire's recycling performance.

Strategy Pledge no. 10:

The Partnership will put in place collection systems to contribute towards the achievement of the national 65% recycling target by 2035, this may include restricting residual waste capacity to encourage greater materials separation, carbon savings and resource recovery. Improvements in materials recovery at Household Waste Recycling Centres will also contribute towards the national target.

Strategy Pledge no. 11:

The Partnership will continue to allocate a communications budget sufficient to help promote good recycling behaviour and support resource recovery to progress the circular economy and low carbon objectives of this Strategy.

Avoiding landfill as much as possible

During 2020/21, Leicestershire landfilled more waste than the national average. This is explained in section 1 of this Strategy and is a situation that the County Council aims to address. An example of this is a recently procured residual waste treatment contract that should enable Leicestershire to exceed national targets for landfill, i.e. no more than 10% of municipal waste should be sent to landfill by 2035.

The County Council, over the period of this Strategy (to 2050), are likely to procure further contracts for residual waste treatment capacity. The technologies and options available for waste treatment may change over time, but they will be assessed in accordance with the vision and objectives of this Strategy, to ensure that they are consistent with the direction expressed in this document, and local and national objectives.

Leicestershire County Council makes the following pledge:

Strategy Pledge no. 12:

The County Council will reduce waste sent to landfill to less than 5% by 2025, well in advance of the 10% national target by 2035. The County Council will undertake future procurement processes for residual waste treatment (alternatives to landfill) in line with the vision and objectives of this Strategy.

Contributing to net zero carbon in Leicestershire

The measures throughout this Strategy will make significant reductions to carbon emissions from the municipal waste management service. Modelling undertaken for the Options Appraisal and Strategic Environmental Assessment process indicates that by implementing all of the measures within this Strategy, carbon savings of the range of 5,000 - 10,000 tonnes of CO2 equivalent would be delivered each year, compared against the current situation. This is the equivalent (in carbon emissions terms) of taking approximately 1,800 - 3,600 cars off the road.

4. Where will the strategy take us?

Projecting ahead to 2050

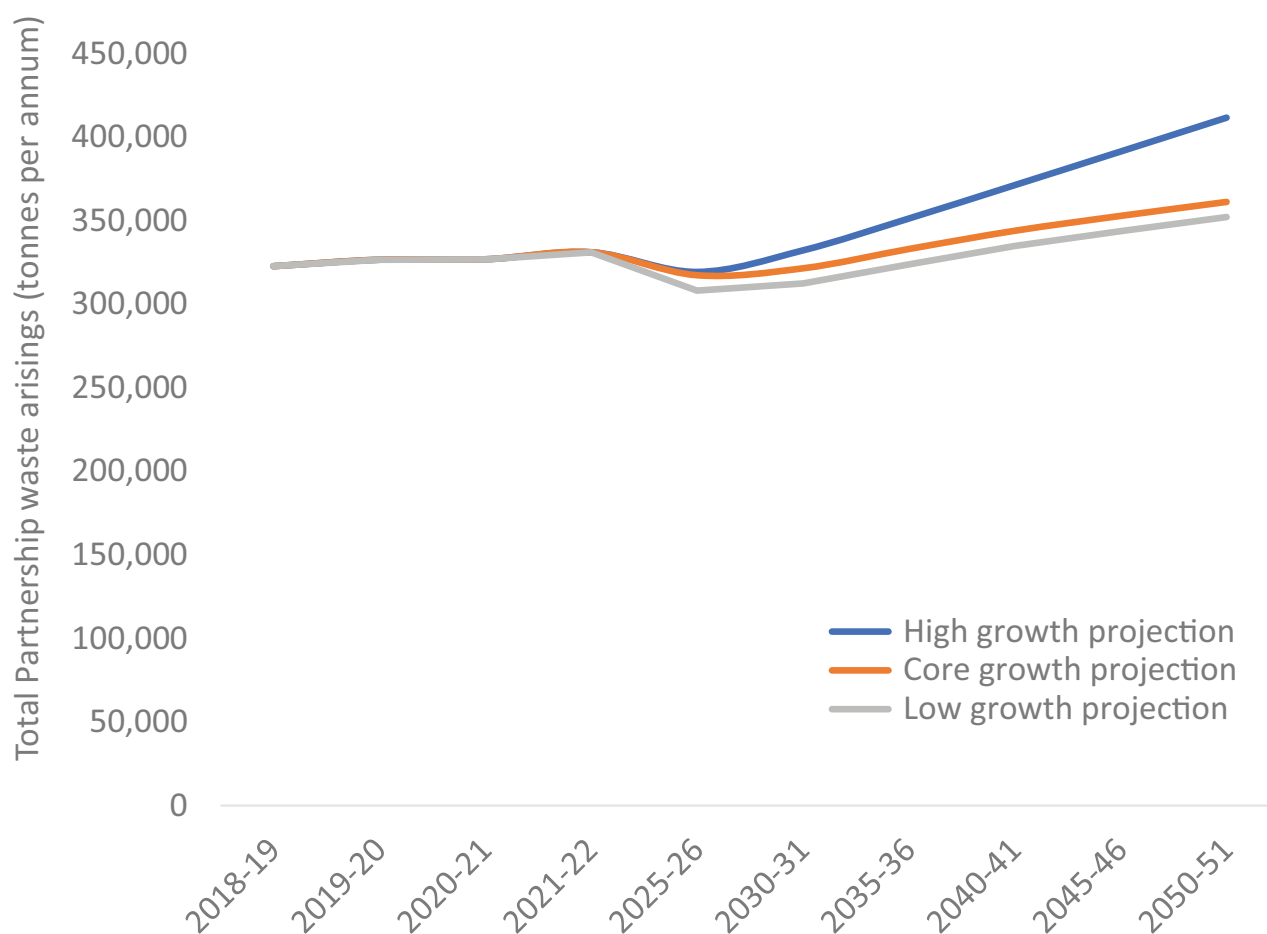
Although it is impossible to predict the future for resource and waste management, we can be sure that 2050 will be very different from today; consider how we manage waste in our households now, compared with 20 years ago. The need to reduce carbon emissions to achieve net zero will require many changes to our current lifestyles and to our environmental impacts. This lifestyle change is part of the global movement towards a circular economy model, essential to reduce our demands on limited resources and to dramatically decrease our carbon impacts. These influences will affect the future amount and type of resources and waste in Leicestershire.

Already, Leicestershire has seen major changes in its resources and waste. Recently, increasing digitisation means residents and communities produce less paper. By contrast, more on-line shopping has increased quantities of household cardboard; this was exacerbated by the lifestyle changes resulting from the COVID-19 pandemic. Also, over the last 20 years, although each person is now producing less waste because of lighter weight packaging, the waste they do produce includes far more plastic. Because plastic is usually oil based (fossil carbon), this conflicts with the aims of a low carbon future, unless we can recycle that material multiple times.

Dealing with these uncertainties and changes to resource and waste arisings needs a responsive and flexible LRWS, which tackles new challenges with a broad range of solutions. We have set out a range of pledges and measures to support national changes and set a direction for long term resource recovery for the benefit of residents and communities of Leicestershire. We recognise however that there will be many substantial changes impacting on materials and wastes over the next five years, as the national Strategy takes effect. There is likely to be a need to review or update this Strategy before the end of the 2020's.

Consideration of future waste growth rates is shown in Figure 6, with High, Low and Core projections. These projections are informed by housing forecasts and future policy and legislation that may impact on waste arisings, discussed in section 2¹³. This includes local and national changes driven by packaging producers affected by the Extended Producer Responsibility (EPR) measures, austerity impacts, consistency of collections, single use plastics ban and other resource management drivers.

Figure 6: Waste growth projections for wastes collected by Local Authorities, 2019 - 2050.

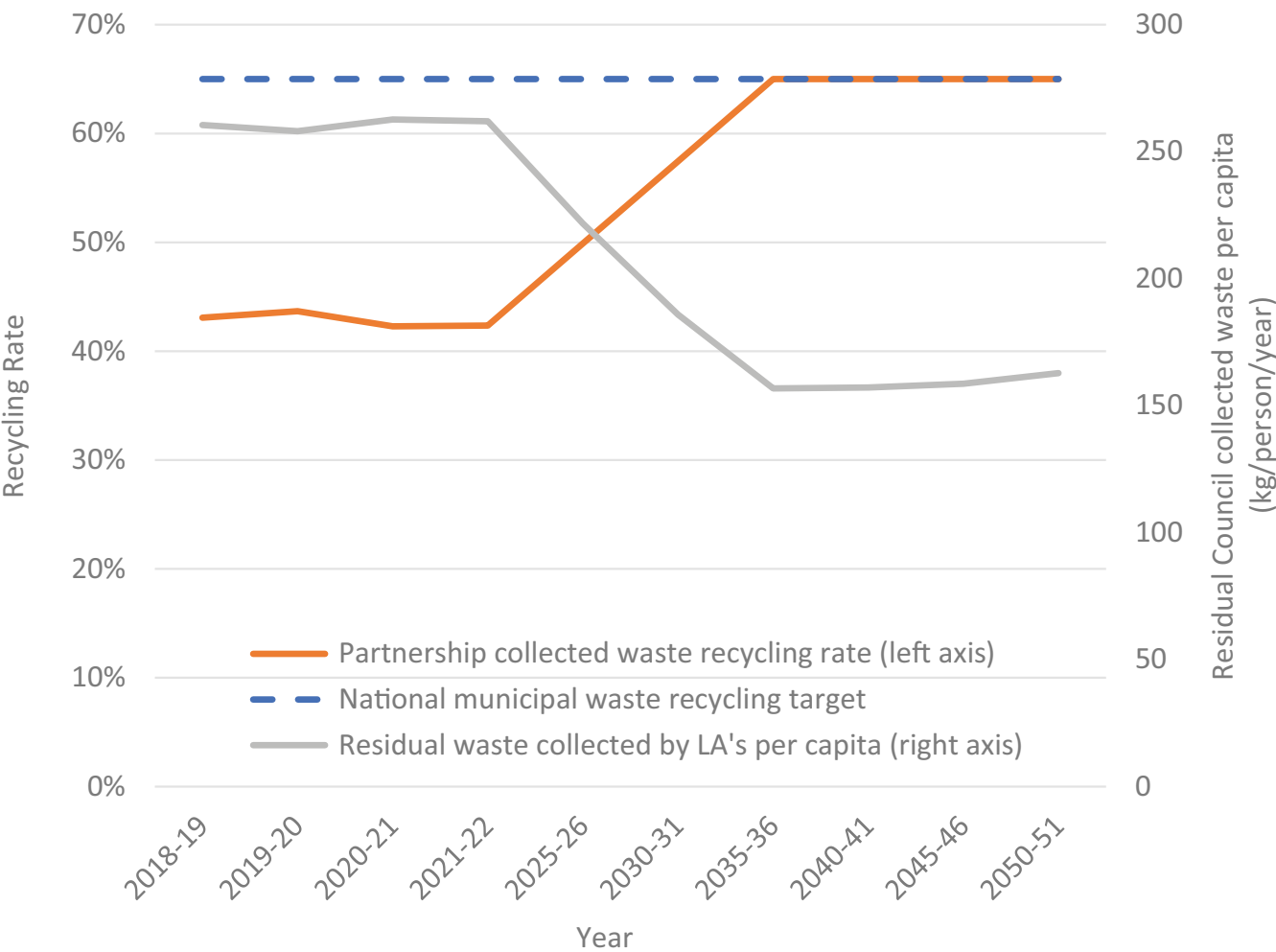


¹³ The variations across the projections is the extent to which different policy interventions are implemented.

The increase in waste shown around 2020 and 2021 is the extra arisings generated by the Covid-19 pandemic (and associated behavioural changes such as home working, use of Personal Protective Equipment and internet shopping), this is assumed to revert back to 2019 levels in the following years, albeit influenced by rising numbers of households and other factors. The subsequent dip in waste arisings is the estimated result of the implementation of a national Deposit Return Scheme (DRS) and Extended Producer Responsibility (EPR) in the period 2023 – 2025 (this is described in section 3).

Figure 7 shows delivery in Leicestershire of the national target for 65% of municipal waste to be recycled and prepared for reuse by 2035.

Figure 7: Recycling rate & residual waste per person projections for wastes collected by Local Authorities, 2019 - 2050.



The modelling which informs this Strategy shows that c.62% recycling can be achieved through combinations of the options described in section 3, such as expanding recycling and food waste collections (Pledges 5, 7, 8, 9 & 10)¹⁴. In addition to these options, recycling and reuse will be further enhanced to reach the 2035 target by:

- The LWP continuing to promote and develop systems for reuse of usable goods and packaging (Pledge 4).
- The LWP promoting ongoing education and awareness raising for its residents and communities (Pledge 11).
- The County Council aiming to increase recovery from the Household Waste Recycling Centres (Pledge 10).
- The national changes around product labelling, and extended producer responsibility (making products and packaging easier to recycle).
- Residual waste treatment procurement, which may also deliver additional recycling (Pledge 12)¹⁵.

Figure 7 also shows that the actions set out within this Strategy, supported by national policy, should also reduce the amount of Council collected residual waste (general rubbish not separated for recycling). If the national 65% recycling rate is to be met the amount of residual waste (all general mixed 'rubbish') managed by Councils will need to fall from around 260kg per person per year to around 160kg per person by 2035. Furthermore, the management of residual waste in Leicestershire is also set to change with a pledge to reduce the amount of waste landfilled from current levels (of around 30%) to less than 5% by 2025. This is substantially ahead of the new national target of 10% landfilled waste by 2035.

¹⁴ In March 2022, Defra announced that the DRS for England will exclude glass bottles. It is anticipated that the kerbside recycling rate could increase by between 1.5% and 2% above the recycling rate modelled in the Options Appraisal.

¹⁵ Subject to clarifications on how recycling performance is calculated in the future.

5. Action plan

Introduction and background

This Action Plan provides a route map for delivering the vision and objectives set out in the Leicestershire Resources and Waste Strategy (LRWS) / the 'Strategy'. It provides a clear direction of travel to ensure that resources and waste are managed efficiently.

Context

The Action Plan will guide the implementation of the Strategy and will be subject to regular monitoring and review. Changes may be made to the Action Plan in response to (for example):

- Accelerated or delayed implementation of actions
- Variance from predicted performance of actions
- Changes in Government policy, legislation or regulation
- Other changes in circumstances

The Action Plan is intended to be a living document and will be monitored and updated on an on-going basis. Significant changes that render the Action Plan inconsistent with the LRWS may necessitate revision of the Strategy or Action Plan.

The actions have been categorised in line with themes set out within the Strategy document. Each action has been allocated the responsibility of either the Leicestershire Waste Partnership (LWP) as a collective, or Partners within LWP (i.e. the Districts / Boroughs or County Council).

The Action Plan associated with a resource and waste strategy is usually quite high level but builds on the pledges and objectives of the Strategy. There may be further (more detailed) actions that fall out of the actions within the plan for example: a procurement plan; District Council action plans; business cases, or; communications plans.

Key challenges for the action plan

The Partnership is committed to delivering the objectives and policies set out in the Strategy in a way that represents good value for the Partnership and the residents of Leicestershire as a whole. This approach requires coordination of effort between seven local authorities and between the two tiers of local government that in the case of waste management, have very different roles and responsibilities.

At a national level, Government is currently consulting on a suite of potential policy changes which are intended to reform the resources and waste industry (see Resources and Waste Strategy for England 2018). The legislative basis for implementation of these reforms is included in the Environment Act (2021). Outcomes from the national consultation could require substantive changes from the LWP. Where changes are anticipated (e.g. separate food waste collections) these have been acknowledged within the Action Plan with defined actions. However, where there is more ambiguity (e.g. relating to the charging for garden waste collections), these have been excluded from the Action Plan until further clarity is provided from Government.

Action plan headings

The Action Plan has been divided into the following themes:

- Reuse/Circular Economy
- Recycling (performance and collections)
- Residual Waste Reduction
- Partnership Working
- Leading by example
- Communication
- Carbon

Some of these themes contain overlapping elements. Each action details what action is to be taken, how this relates to either an objective or pledge of the LRWS, by whom and when.

Table 1 provides an overview of the key actions by the Leicestershire Waste Partnership. Links to the Strategy Objectives and Pledges are also summarised.

Overview of actions

Action	Objective	Pledge
Reuse / circular economy		
Reuse service - Evaluate and explore further reuse options at household waste and recycling centres (HWRCs)	1	3, 4
Facilitate or support the delivery of repair workshops (e.g. for Waste Electronic and Electrical Equipment (WEEE))	2	3, 4
Circular Economy principles promotion - Liaise and engage with stakeholders	1, 5	
Waste prevention / reuse focused campaign - run at least once a year across the Partnership	1	3, 4, 14
Explore development of reuse shops at suitable sites	1	4
Promote reuse - provide opportunities for or signpost householders (including those that cannot access HWRCs)	1	4
Recycling (performance and collections)		
Food Waste - Implementation of weekly food waste collections (all districts from 2025 or as contracts allow) with consideration of alleviating concerns raised in consultation (pests, containers, previous trial etc)	6	5
Deposit Return Scheme (DRS) – Explore any collection and treatment options associated with the introduction of DRS	1, 6	
Review garden waste collection service with consideration given to Government response to national waste consultation		7
Implement dry collection systems to achieve high quality recycling with consideration given to Government response to national Resources and Waste Strategy for England consultation		8

Action	Objective	Pledge
Kerbside collections - contribute towards the achievement of the national 65% recycling target by 2035	1	10
Kerbside recycling collections - Review materials collected within core recycling service (e.g. plastic film) and explore additional collections (absorbent hygiene products (AHP), small waste electrical and electronic equipment (WEEE), textiles, batteries, bulky waste)	1	8, 9
Food waste treatment - procure Anaerobic Digestion capacity to treat the collected food waste (and promote the positives of this acquisition)		5
Residual waste management		
Consider options for reducing kerbside residual waste including reduced average residual waste capacity and implementation of no side waste policy where not in existence (alongside educating residents on the rationale of waste prevention, recycling, etc). Closely monitor where in existence	6	
Evaluate options to enhance separation at HWRCs to maximise recycling / reuse and recovery performance	7	4
Align with national residual waste reduction targets (kg/person/yr)	1, 7	
Landfill reduction - Reduce waste sent to landfill to less than 5% by 2025		12
Review options and approach to residual waste treatment to support greater resilience and align with the long-term aim to reduce waste arisings	7	12
Review / Adoption of resource efficiency metric as per data and Government policy ¹⁶	1, 4	

¹⁶ Subject to consultation.

Action	Objective	Pledge
Partnership working		
Quarterly meetings - to discuss and action strategic and operational resource and waste issues and engagement with existing and new parties or bodies (e.g. producer responsibility organisations)	6, 8	3
Adopt and promote the Leicestershire Resources and Waste Strategy	6	
Action Plan review (annual)	4	
Strategy review (5 yearly) or when there are significant changes in waste/environmental policy	4	
Explore efficiencies of joint procurement (e.g. containers and food waste vehicles and collections) at strategic points (dates TBC)	6	
Lead by example		
Lobby both Government and businesses to reduce the amount of waste generated and increase reuse, recycling, composting and recovery in line with the waste hierarchy	1, 9	
Each Partner to review / audit their purchasing activities and internal waste management services regularly to promote waste prevention with a view to reducing, reusing and recycling / developing a Circular Economy		1
Update EHRIA during review of LRWS	4	
Coordinated publicity campaigns - Maintain high profile of green / sustainable activities / events and initiatives in Leicestershire (e.g. through Less Waste / signposting enquiries to relevant contacts)	5, 8, 9	
Develop district level action plans for LRWS implementation	1, 4	

Action	Objective	Pledge
Communication actions		
Engage with businesses and local communities to increase participation in waste prevention, reuse and recycling initiatives to reduce climate change impacts and improve other beneficial outcomes	5, 8, 9	3
Work together to reduce fly-tipping and litter by educating residents and businesses about their duty of care to dispose of waste responsibly		2
Consider opportunities to improve communications to residents regarding operation and safe use of HWRCs		10
Continue allocation of communications budget		11
Communication Plan - Develop for LRWS implementation for LWP (working in partnership with local communities and businesses, promoting lead by example etc)	8, 9	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12
Carbon		
Explore the use of alternatives to fossil fuels for the waste collection services (and promote leading by example)	3	6
Monitor LWP waste management services carbon emissions in order to reduce environmental impacts	3	
Contribute to the County wide Net Zero targets and engagement with all partners to support this aspiration	3	11

Monitoring

Monitoring the progress and performance of each action will be crucial to the success of the Strategy. The Partnership will continue to work together and will meet regularly to monitor progress. It will also provide an update on joint working as part of regular reporting against the Strategy Action Plan. This should form a regular agenda item for LWP meetings.

Where the Action Plan monitoring identifies that insufficient progress is being made in a particular area, then additional actions / corrective measures may be introduced to rectify any shortfall.

If you require this information in a printed or alternative format please telephone 0116 305 7005.

ਜੇ ਆਪ ਆ ਮਾਭਿਤੀ ਆਪਨੀ ਆਖਾਮਾਂ ਸਮਝਵਾਮਾਂ ਥੋੜੀ ਮਦਦ
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ਅਮੇ ਆਪਨੇ ਮਦਦ ਕਰਵਾ ਆਵਸਥਾ ਕਰੀਸ਼ੁੰ.

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এই তথ্য নিজের ভাষায় বুঝার জন্য আপনার যদি কোন
সাহায্যের প্রয়োজন হয়, তবে 0116 305 7005 এই নম্বরে
ফোন করলে আমরা উপযুক্ত ব্যক্তির ব্যবস্থা করবো।

اگر آپ کو یہ معلومات سمجھنے میں کچھ مدد درکار ہے تو براہ مہربانی اس نمبر پر کال کریں
0116 305 7005 اور ہم آپ کی مدد کے لئے کسی کا انتظام کر دیں گے۔

假如閣下需要幫助，用你的語言去明白這些資訊，
請致電 0116 305 7005，我們會安排有關人員為你
提供幫助。

Jeżeli potrzebujesz pomocy w zrozumieniu tej informacji
w Twoim języku, zadzwoń pod numer 0116 305 7005,
a my Ci pomożemy.

Equality & Human Rights Impact Assessment (EHRIA)

This Equality and Human Rights Impact Assessment (EHRIA) will enable you to assess the **new, proposed or significantly changed** policy/ practice/ procedure/ function/ service** for equality and human rights implications.

Undertaking this assessment will help you to identify whether or not this policy/ practice/ procedure/ function/ service** may have an adverse impact on a particular community or group of people. It will ultimately ensure that as an Authority we do not discriminate and we are able to promote equality, diversity and human rights.

Before completing this form please refer to the EHRIA [guidance](#), for further information about undertaking and completing the assessment. For further advice and guidance, please contact your [Departmental Equalities Group](#) or equality@leics.gov.uk

***Please note: The term 'policy' will be used throughout this assessment as shorthand for policy, practice, procedure, function or service.*

Key Details	
Name of policy being assessed:	Leicestershire Resources and Waste Strategy
Department and section:	Environment & Transport, Environment and Waste Commissioning
Name of lead officer/ job title and others completing this assessment:	Anna Low, Team Manager Kerry Skeer, Senior Strategic Waste Officer Frith Resource Management consultants
Contact telephone numbers:	0116 305 8127 0116 305 7234
Name of officer/s responsible for implementing this policy:	Anna Low, Kerry Skeer
Date EHRIA assessment started:	September 2021

Date EHRIA assessment completed:	<u>TBC</u>
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Section 1: Defining the policy

Section 1: Defining the policy

You should begin this assessment by defining and outlining the scope of this policy. You should consider the impact or likely impact of the policy in relation to all areas of equality, diversity and human rights, as outlined in Leicestershire County Council's Equality Strategy.

1	<p>What is new or changed in this policy? <i>What has changed and why?</i></p> <p>This EHRIA refers to the Leicestershire Resources and Waste Strategy (LR&WS). This was previously known as the Leicestershire Municipal Waste Management Strategy (LMWMS). The first LMWMS was adopted by the Leicestershire Waste Partnership (LWP) authorities in 2002. The LMWMS was reviewed and revised in 2006 and 2011. An Equality Impact Assessment was conducted in 2006 and again in 2012 on the revised LMWMSs.</p> <p>An updated LWMWS has been developed (2021/2022) following a scheduled review in line with Defra guidance which recommends that a municipal waste management strategy “<i>should be completely reviewed at least every five years to ensure it remains current</i>”. The requirement for a Joint Municipal Waste Management Strategy falls under the Waste Emissions Trading Act (2003) section 32 (1) to (7).</p> <p>The previous and revised LMWMS sets out the core strategy for how the LWP intends to manage municipal waste including statutory responsibilities for waste management for the partnership and provides a policy framework for sustainable and co-ordinated waste management. The revised strategy covers the period up to 2050.</p> <p>The EHRIA informs the LR&WS to ensure the Strategy is fit for purpose, including all subsequent plans and policies that sit below the LR&WS in order to implement its aims and objectives.</p> <p>The revised LR&WS, as for the previous versions, is not a planning document and does not relate to sites or where infrastructure is developed. This is reflected in the EHRIA scope.</p>
2	<p>Does this relate to any other policy within your department, the Council or with other partner organisations? <i>If yes, please reference the relevant policy or EHRIA. If unknown, further investigation may be required.</i></p> <p>Leicestershire County Council and the seven district and borough councils of Leicestershire work together as the Leicestershire Waste Partnership (LWP). All eight partner authorities in LWP have adopted the previous LMWMS and will refer to the new and updated LR&WS in the design of their services.</p>

	<p>The LR&WS supports the Leicestershire County Council's Strategic Plan 2022-26 Working together for the benefit of everyone. It also supports, influences or is influenced by a range of other policies and plans applying to the LWP partners, covering a wide remit:</p> <p>Climate Change:</p> <ul style="list-style-type: none"> • Leicestershire Environment Strategy (2018-2030) • District level carbon reduction commitments (specific to each district) <p>Waste and Recycling</p> <ul style="list-style-type: none"> • Waste Disposal Authority Plan (2018-2030) • Leicester and Leicestershire Waste Development Framework (up to 2021) • Leicestershire Minerals & Waste Local Plan (up to 2031) <p>Air Quality</p> <ul style="list-style-type: none"> • Air Quality Management Areas • District level Air Quality Strategies <p>Biodiversity</p> <ul style="list-style-type: none"> • Biodiversity Action Plan for Leicester, Leicestershire and Rutland • District Biodiversity and Habitat Plans <p>Population / Communities</p> <ul style="list-style-type: none"> • Strategic Growth Plan for Leicester & Leicestershire (to up 2050) • Communities Strategy (2017 – 2021) <p>Economics</p> <ul style="list-style-type: none"> • Leicestershire County Councils Strategic Plan (2022-2026) 										
3	<p>Who are the people/ groups (target groups) affected and what is the intended change or outcome for them?</p> <p>The target people/groups are all residents within the Leicestershire Waste Partnership area.</p> <p>The intended outcome for the target population is continued effective and sustainable waste management service delivery. Delivery of waste and recycling services to Leicestershire's residents includes kerbside collections, provision of Household Waste Recycling Centres (HWRCs), and initiatives designed around the principle of the waste hierarchy, which, in order of preference, aim to prevent waste, reuse materials, recycle and compost, treat waste and dispose of residual waste.</p> <p>The Vision of the strategy applies to all residents as follows:</p> <p><i>To work towards a circular economy and contribute to achieving net zero carbon by 2050 in Leicestershire. This means fully embracing the waste hierarchy by preventing waste and keeping resources in circulation for as long as possible, through reuse, repair and recycling, to realise their maximum value whilst minimising environmental impacts.</i></p>										
4	<p>Will this policy meet the Equality Act 2010 requirements to have due regard to the need to meet any of the following aspects? (Please tick and explain how)</p> <table border="1"> <thead> <tr> <th></th><th>Yes</th><th>No</th><th>How?</th></tr> </thead> <tbody> <tr> <td>Eliminate unlawful discrimination, harassment and victimisation</td><td>✓</td><td></td><td>The LR&WS has a vision, objectives and pledges which are broad and <i>aspirational</i> in nature. It is relevant to all of Leicestershire's residents equally within</td></tr> </tbody> </table>				Yes	No	How?	Eliminate unlawful discrimination, harassment and victimisation	✓		The LR&WS has a vision, objectives and pledges which are broad and <i>aspirational</i> in nature. It is relevant to all of Leicestershire's residents equally within
	Yes	No	How?								
Eliminate unlawful discrimination, harassment and victimisation	✓		The LR&WS has a vision, objectives and pledges which are broad and <i>aspirational</i> in nature. It is relevant to all of Leicestershire's residents equally within								

				the LWP jurisdictions. It does not seek to introduce specific changes to services that would have a unique impact on the protected characteristics as defined in the Equalities Act 2010
	Advance equality of opportunity between different groups	✓		<p>Equalities advancement is mainstreamed within the LWP and therefore within the implementation of the LR&WS. Examples include:</p> <ul style="list-style-type: none"> -Translated communication materials and accessibility to ensure no single group is favoured. -Engagement of Equalities Officers to ensure appropriate service delivery -Equalities Impact Assessments are conducted at the district level before major service changes are implemented.
	Foster good relations between different groups	✓		All services and events delivered under the LR&WS will be open to all different groups and as currently applies; all events and activities undertaken under the LR&WS implementation will encourage a wide breadth of engagement from the community groups.

Section 2: Equality and Human Rights Impact Assessment (EHRIA) Screening

Section 2: Equality and Human Rights Impact Assessment Screening

The purpose of this section of the assessment is to help you decide if a full EHRIA is required. **[Completed pre-consultation of the LR&WS strategy]**

If you have already identified that a full EHRIA is needed for this policy/ practice/ procedure/ function/ service, either via service planning processes or other means, then please go straight to [Section 3](#) on Page 7 of this document.

Section 2

A: Research and Consultation

5.	Have the target groups been consulted about the following?	Yes	No*
	a) their current needs and aspirations and what is important to them;		✓
	b) any potential impact of this change on them (positive and negative, intended and unintended);		✓
	c) potential barriers they may face		✓

6.	If the target groups have not been consulted directly, have representatives been consulted or research explored (e.g. Equality Mapping)?		✓
7.	Have other stakeholder groups/ secondary groups (e.g. carers of service users) been explored in terms of potential unintended impacts?		✓
8.	<p>*If you answered 'no' to the question above, please use the space below to outline what consultation you are planning to undertake, or why you do not consider it to be necessary.</p> <p>LR&WS Consultation</p> <p>The LR&WS is an over-arching strategy, as such when specific parts of it are implemented at the district or county level, service change consultations are generally undertaken, leading to a substantial amount of evidence from engagement around current waste practices that is actively utilised to enhance implementation. Examples of this include:</p> <ul style="list-style-type: none"> -Consultation and research on barriers to using waste services, which has led to understanding communication issues on waste and using multi-language waste hangers; -Feedback on a new pilot scheme including the impact of disabilities on the service using a recycling trolley; -Engagement with minority groups for Equalities Impact Assessments; and -Full public consultation for the 2006 strategy which obtained views and opinions on the appropriateness of waste services from residents. <p>Before the LR&WS is finalised, a public consultation will be held between 31st January and the 25th April 2022 on the LR&WS to offer residents the opportunity to identify any barriers or needs which are not currently identified or anticipated. The consultation will be as accessible as possible to all, noting at the time the country was managing the impacts of the COVID-19 pandemic.</p> <p>It is suggested that Mental Health, Age and Dementia charities are included in the consultation of the LR&WS so their feedback in respect to any barriers they feel they may have to engaging with the waste services can inform the final LR&WS.</p>		

Section 2

B: Monitoring Impact

9.	Are there systems set up to:	Yes	No
	a) monitor impact (positive and negative, intended and unintended) for different groups;	✓	
	b) enable open feedback and suggestions from different communities	✓	

Note: If no to Question 8, you will need to ensure that monitoring systems are established to check for impact on the protected characteristics.

Section 2

C: Potential Impact

10.

Use the table below to specify if any individuals or community groups who identify with any of the 'protected characteristics' may potentially be affected by this policy and describe any positive and negative impacts, including any barriers.

	Yes	No	Comments
Age	✓		Implementing the LR&WS pledges requires households to present bins for collection and sort recyclables. Incidences of disability increase with age and older residents with increased frailty or reduced mental capacity, for example, as a result of dementia, may find bin presentation or sorting of recyclables more difficult. HWRCs do not allow unsupervised access to children under 16 meaning children are prevented from entering the sites alone.
Disability	✓		As above, both physical and mental health conditions including neurological conditions and dementia may prevent people from presenting waste, sorting recyclables in the household for kerbside collection or taking waste to a HWRC.
Gender Reassignment		✓	No barriers are identified
Marriage and Civil Partnership		✓	No barriers are identified
Pregnancy and Maternity	✓		The physical requirements of waste presentation may become a barrier for women particularly in third trimester pregnancy, this would include wheeled bins, boxes or other containers. Also at HWRCs, the current temporary policy is that no physical assistance can be provided at the sites, a resident should not set off on the understanding or intent that they can request assistance. A resident that feels a reasonable adjustment to this policy should apply can contact customer

				services in advance so it can be considered.
	Race	✓		There are no barriers associated with race, but the language diversity associated with racial diversity may be a barrier to communications on waste issues and waste services.
	Religion or Belief		✓	No barriers are identified
	Sex		✓	No barriers are identified
	Sexual Orientation		✓	No barriers are identified
	Other groups e.g. rural isolation, deprivation, health inequality, carers, asylum seeker and refugee communities, looked after children, deprived or disadvantaged communities	✓		<p>Rural isolation and poverty means distances from HWRC services as well as no access to a private vehicle may be a barrier to access.</p> <p>Areas with more multiple occupancy houses, or shared waste facilities, or no outdoor space may have challenges with waste segregation and physical space for multiple containers.</p> <p>People new to the country or area such as recent asylum seekers or refugees may need specific guidance on waste services if they have not used kerbside collections before, and specific communications in their own language.</p> <p>Residents experiencing deprivation may need support from housing officers to ensure they are aware of waste services.</p> <p>As shown by evidence collected through the 2021 LLEP Digital Poverty Call for Evidence Analysis Report (May 2021), deprivation and poverty can result in lower levels of computer access and therefore potentially less ability to find out about specific waste services unless materials are printed.</p> <p>Deprivation and poverty may also mean no car ownership</p>

				restricting those without a car to travel to and access the HWRCs. Health and safety policy dictates no pedestrians are allowed onto sites except at the Barwell and Mountsorrel sites where this permitted.
	Community Cohesion		✓	No barriers are identified.
11.	<p>Are the human rights of individuals <u>potentially</u> affected by this proposal? Could there be an impact on human rights for any of the protected characteristics? (Please tick)</p> <p>Explain why you consider that any particular <u>article in the Human Rights Act</u> may apply to your policy/ practice/ function or procedure and how the human rights of individuals are likely to be affected below: [NB. Include positive and negative impacts as well as barriers in benefiting from the above proposal]</p>			
		Yes	No	Comments
	Part 1: The Convention- Rights and Freedoms			
	Article 2: Right to life		✓	No impact
	Article 3: Right not to be tortured or treated in an inhuman or degrading way		✓	No impact
	Article 4: Right not to be subjected to slavery/ forced labour	✓		LR&WS implementation requires the engagement of contractors by LWP members who offer employment terms, conditions and contracts which are not under direct control of LWP members. As a result, contractors are monitored closely, only accredited agencies used and anti-slavery clauses integrated into contracts.
	Article 5: Right to liberty and security		✓	No impact
	Article 6: Right to a fair trial		✓	No impact
	Article 7: No punishment without law		✓	No impact
	Article 8: Right to respect for private and family life		✓	No impact
	Article 9: Right to freedom of thought, conscience and religion		✓	No impact
	Article 10: Right to freedom of expression		✓	No impact

	Article 11: Right to freedom of assembly and association		✓	No impact
	Article 12: Right to marry		✓	No impact
	Article 14: Right not to be discriminated against		✓	No impact
Part 2: The First Protocol				
	Article 1: Protection of property/ peaceful enjoyment		✓	No impact
	Article 2: Right to education		✓	No impact
	Article 3: Right to free elections		✓	No impact
Section 2				
D: Decision				
12.	Is there evidence or any other reason to suggest that:		No	Unknown
	a) this policy could have a different affect or adverse impact on any section of the community;			✓
	b) any section of the community may face barriers in benefiting from the proposal			✓
13.	Based on the answers to the questions above, what is the likely impact of this policy			
	No Impact <input type="checkbox"/>	Positive Impact <input type="checkbox"/>	Neutral Impact <input type="checkbox"/>	Negative Impact or Impact Unknown <input checked="" type="checkbox"/>
Note: If the decision is 'Negative Impact' or 'Impact Not Known' an EHRIA Report is required.				
14.	Is an EHRIA report required?	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>	

Section 2: Completion of EHRIA Screening

Upon completion of the screening section of this assessment, you should have identified whether an EHRIA Report is required for further investigation of the impacts of this policy.

Option 1: If you identified that an EHRIA Report is required, continue to [Section 3](#) on Page 7 of this document to complete.

Option 2: If there are no equality, diversity or human rights impacts identified and an EHRIA report is not required, continue to [Section 4](#) on Page 14 of this document to complete.

Section 3: Equality and Human Rights Impact Assessment (EHRIA) Report

Section 3: Equality and Human Rights Impact Assessment Report

This part of the assessment will help you to think thoroughly about the impact of this policy and to critically examine whether it is likely to have a positive or negative impact on different groups within our diverse community. It is also to identify any barriers that may detrimentally affect under-represented communities or groups, who may be disadvantaged by the way in which we carry out our business.

Using the information gathered either within the EHRIA Screening or independently of this process, this EHRIA Report should be used to consider the impact or likely impact of the policy in relation to all areas of equality, diversity and human rights as outlined in Leicestershire County Council's Equality Strategy.

Section 3

A: Research and Consultation

When considering the target groups it is important to think about whether new data needs to be collected or whether there is any existing research that can be utilised.

- 15.** Based on the gaps identified either in the EHRIA Screening or independently of this process, how have you now explored the following and what does this information/data tell you about each of the diverse groups?
- a) current needs and aspirations and what is important to individuals and community groups (including human rights);
 - b) likely impacts (positive and negative, intended and unintended) to individuals and community groups (including human rights);
 - c) likely barriers that individuals and community groups may face (including human rights)

How this has been explored

The LWP recognise that for the majority of the Partners, barriers in the community are associated with: Age, Disabilities (particularly physical, mental and neurological health conditions), Race (language diversity), Pregnancy, Other (rural/urban poor, deprivation, rural isolation).

The public consultation survey for the LR&WS took place between 31st January and 25th April 2022. The survey included sections on "Keeping Communities Informed" and "Making Sure Everyone Is Included" to understand potential barriers. The survey was available electronically and in hard copy and in various languages if requested.

Public consultation findings:

- Age and Disabilities (physical, mental and neurological) - concern about understanding recycling requirements, getting bins / recycling containers to and from the kerbside.

	<ul style="list-style-type: none"> - Consideration of how to access HWRCs (as no pedestrian access allowed at all but two sites) or offer alternative recycling / re-use facilities where no access to car / private transport - Consideration to space for storage for multiple waste containers, particularly where limited space is available such as areas with more multiple occupancy houses, or shared waste facilities, or no outdoor space - Clear and simple instructions on recycling procedures - Printed materials as well as on-line communications (deprivation, poverty and age may mean lower levels of computer access/digital discrimination) - Information in various languages to accommodate language diversity associated with racial diversity
	<p>When the actions within the LR&WS are implemented, further exploration of barriers and impacts will take place potentially as pilots, trials and feedback (see Q16).</p>
16.	<p>Is any further research, data collection or evidence required to fill any gaps in your understanding of the potential or known affects of the policy on target groups?</p>
	<p>The LR&WS is high level and as such will be implemented appropriately within the partner jurisdictions. At the implementation level, further exploration of barriers and impacts will take place (for example through doing trials or pilots with varied community groups to understand the practicalities of the target activity).</p> <p>In response to the findings identified in Q15 above, engagement with specific groups would be beneficial prior to full LR&WS implementation, for example:</p> <ul style="list-style-type: none"> a) Mental Health, Neurological Disorders and Dementia The impacts of mental health, neurological conditions and dementia on waste service access have not explicitly been explored, whereas the issues of physical health and disability are better known. Therefore, engagement with mental health charities or experts will be promoted prior to the implementation of actions within the LR&WS. b) Age Given the UK-wide aging population, further engagement with elderly care charities will be promoted prior to the implementation of the LR&WS. c) Deprivation On-going feedback, either formal or informal, would be collated from LWP officers with access to representatives of or communities from deprived areas. d) Language Diversity On-going feedback, either formal or informal, would be collated from LWP officers with access to representatives of or communities with high language diversity.
	<p>When considering who is affected by this proposed policy, it is important to think about consulting with and involving a range of service users, staff or other stakeholders who may be affected as part of the proposal.</p>
17.	<p>Based on the gaps identified either in the EHRIA Screening or independently of this process, <u>how</u> have you further consulted with those affected on the likely impact and <u>what</u> does this consultation tell you about each of the diverse groups?</p>
	<p>N/A – see response to Q15 and Q16.</p>
18.	<p>Is any further consultation required to fill any gaps in your understanding of the potential or known effects of the policy on target groups?</p>

	On-going consultation and feedback will take place during implementation of the LR&WS actions and initiatives.
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Section 3

B: Recognised Impact

19.	Based on any evidence and findings, use the table below to specify if any individuals or community groups who identify with any 'protected characteristics' are <u>likely</u> be affected by this policy. Describe any positive and negative impacts, including what barriers these individuals or groups may face.	
		Comments
	Age	Implementing the LR&WS requires households to present bins for collection and sort their recyclables. Incidences of disability increase with age and older residents with increased frailty or reduced mental capacity, for example, as a result of dementia, may find bin presentation or sorting of recyclables more difficult. HWRCs do not allow children under 16 meaning children are prevented from entering the sites alone.
	Disability	As above, both physical and mental health conditions including neurological conditions and dementia may prevent people from presenting waste, sorting recyclables or taking waste to a HWRC.
	Gender Reassignment	No barriers are identified
	Marriage and Civil Partnership	No barriers are identified
	Pregnancy and Maternity	The physical requirements of waste presentation may become a barrier for women, particularly in third trimester pregnancy, this would include wheeled bins, boxes or other containers.
	Race	There are no barriers associated with race per se, but the language diversity associated with racial diversity may be a barrier to communications on waste issues and waste services.
	Religion or Belief	No barriers are identified
	Sex	No barriers are identified

	Sexual Orientation	No barriers are identified
	Other groups e.g. rural isolation, deprivation, health inequality, carers, asylum seeker and refugee communities, looked after children, deprived or disadvantaged communities	<p>Rural isolation and poverty means distances from HWRC services may be a barrier to access.</p> <p>Areas with more multiple occupancy houses, or shared waste facilities, or no outdoor space may have challenges with waste segregation and physical space for multiple containers</p> <p>People new to the country or area such as recent asylum seekers or refugees may need specific guidance on waste services if they have not used kerbside collections before, and specific communications in their own language.</p> <p>Residents experiencing deprivation may need support from housing officers to ensure they are aware of waste services.</p> <p>As shown by evidence collected through the 2021 LLEP Digital Poverty Call for Evidence Analysis Report (May 2021), deprivation and poverty can result in lower levels of computer access and therefore potentially less ability to find out about specific waste services unless materials are printed.</p> <p>Deprivation and poverty may also mean no car ownership/access restricting those without a car to travel to and access the HWRCs. Health and safety policy dictates no pedestrians are allowed onto sites apart from at the Barwell and Mountsorrel sites where this is permitted.</p>
	Community Cohesion	No barriers are identified

20.	<p>Based on any evidence and findings, use the table below to specify if any particular Articles in the Human Rights Act are <u>likely</u> to apply to your policy. Are the human rights of any individuals or community groups affected by this proposal? Is there an impact on human rights for any of the protected characteristics?</p>	
		Comments

Part 1: The Convention- Rights and Freedoms	
Article 2: Right to life	No impact
Article 3: Right not to be tortured or treated in an inhuman or degrading way	No impact
Article 4: Right not to be subjected to slavery/ forced labour	LR&WS implementation requires the engagement of contractors who offer employment terms, conditions and contracts which are not under direct control of LWP. As a result, contractors are monitored closely, only accredited agencies used and anti-slavery clauses integrated into contracts.
Article 5: Right to liberty and security	No impact
Article 6: Right to a fair trial	No impact
Article 7: No punishment without law	No impact
Article 8: Right to respect for private and family life	No impact
Article 9: Right to freedom of thought, conscience and religion	No impact
Article 10: Right to freedom of expression	No impact
Article 11: Right to freedom of assembly and association	No impact
Article 12: Right to marry	No impact
Article 14: Right not to be discriminated against	No impact
Part 2: The First Protocol	
Article 1: Protection of property/ peaceful enjoyment	No impact
Article 2: Right to education	No impact
Article 3: Right to free elections	No impact
Section 3	
C: Mitigating and Assessing the Impact	
Taking into account the research, data, consultation and information you have reviewed and/or carried out as part of this EHRIA, it is now essential to assess the impact of the policy.	
21.	If you consider there to be actual or potential adverse impact or discrimination, please outline this below. State whether it is justifiable or legitimate and give reasons.

No actual or potential adverse impact or discrimination is anticipated from the LR&WS.	
N.B.	
<p>i) If you have identified adverse impact or discrimination that is <u>illegal</u>, you are required to take action to remedy this immediately.</p> <p>ii) If you have identified adverse impact or discrimination that is <u>justifiable or legitimate</u>, you will need to consider what actions can be taken to mitigate its effect on those groups of people.</p>	
22.	<p>Where there are potential barriers, negative impacts identified and/or barriers or impacts are unknown, please outline how you propose to minimise all negative impact or discrimination.</p> <ul style="list-style-type: none"> a) include any relevant research and consultations findings which highlight the best way in which to minimise negative impact or discrimination b) consider what barriers you can remove, whether reasonable adjustments may be necessary, and how any unmet needs that you have identified can be addressed c) if you are not addressing any negative impacts (including human rights) or potential barriers identified for a particular group, please explain why
<p>Potential barriers have been identified for the following:</p> <p>Age, Disabilities (physical, mental and neurological), Race (language diversity), Pregnancy, Other (rural/urban poor, deprivation, rural isolation).</p> <p>The mitigation measures taken to reduce or remove the barriers are discussed below, and also identify where barriers cannot be mitigated.</p> <p>Age:</p> <ul style="list-style-type: none"> a) Provide an assisted collection service for those who are unable to present waste and recycling containers. Waste and recycling operatives collect and return containers from an agreed location on the property. b) For visual and hearing impairment which can be associated with aging, see below. <p>Disabilities (physical, mental and neurological health conditions):</p> <ul style="list-style-type: none"> a) Provide an assisted collection service for those who are unable to present waste and recycling containers. Waste and recycling operatives collect and return containers from an agreed location on the property. b) All partners within the LWP provide website accessibility links which give details on interpretation and translation services c) Residents can request information in accessible PDF, audio recording, braille, large print and easy read. d) The AbilityNet link provides advice on making a user's device easier to use if they have a disability. e) At HWRCs where a customer feels they may be unable to effectively communicate with site staff, they can contact the customer service centre so the County Council can consider whether any reasonable adjustments are appropriate. 	

- f) Accessible standard material is sent generically to managers at the HWRC
- g) Updated materials from the Equalities representatives are distributed to HWRC managers.

Race (language diversity):

- a) Communications are available in relevant languages to explain waste services and how they can be accessed.
- b) Housing officers collaborate with waste teams to ensure refugees and asylum seekers in the area who may not speak English are supported and are aware of waste services.

Pregnancy and maternity:

- a) Assisted collection services for those who are pregnant or who have had a recent C-section and live alone or in a household where no-one else is able to present the waste. Waste and recycling operatives collect and return containers from an agreed location on the property.

Other (rural/urban poor, deprivation, rural isolation):

- a) Collaboration with housing teams to ensure refugees new to the area and residents experiencing deprivation are aware of waste services.
- b) Doorstepping with Housing Officers, to ensure awareness of waste services in more deprived areas.
- c) Working with Housing Associations to ensure residents have access to waste services.
- d) For rural isolation or those without cars, the issue of requiring private transport for HWRC attendance cannot be overcome by the LWP however the partners offer bulky waste collections which can support management of waste that is not suitable for kerbside containers.
- e) For those without a car, Barwell and Mountsorrel HWRCs allow pedestrian access.

Training (LWP):

In order to raise awareness of issues associated with protected characteristic groups:

- a) Operational and office based staff are required to undertake mandatory diversity and equalities training. Note that the application of training to operational staff varies across the LWP, and in some cases agency staff will be delivering services. This is mitigated by ensuring the most direct customer facing roles (staff at HWRCs or recycling officers) will be subject to appropriate mandatory diversity and equalities training.
- b) Managers have options for more advanced training which includes specific unconscious bias training.
- c) New starters receive mandatory equalities training and updates as appropriate.

Section 3

D: Making a decision

23.	Summarise your findings and give an overview as to whether the policy will meet Leicestershire Waste Partnerships responsibilities in relation to equality, diversity, community cohesion and human rights.
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The EHRIA demonstrates that the LR&WS will meet Leicestershire Waste Partnership's responsibilities in relation to equality, diversity, community cohesion and human rights. Consideration needs to be given to further engagement during the implementation and operational phase of the LW&RS strategy to ensure the LWPs responsibilities are met.

Section 3

E: Monitoring, evaluation & review of your policy

24.	<p>Are there processes in place to review the findings of this EHRIA and make appropriate changes? In particular, how will you monitor potential barriers and any positive/ negative impact?</p> <p>Barriers and impacts will be monitored through the existing mechanisms in place which are applicable to waste services, noting that translation services are subscribed to, ensuring that feedback is captured in a variety of languages. These mechanisms include:</p> <ul style="list-style-type: none">a) Periodic feedback and surveysb) Website e.g. 'speak up services' on website and via emailc) Councillor or other face to face meetingsd) Social media monitoring including corporate social media forums
25.	<p>How will the recommendations of this assessment be built into wider planning and review processes? <i>e.g. policy reviews, annual plans and use of performance management systems</i></p> <p>The recommendations and assessment of impacts will be considered within the final draft of the LR&WS. Also this EHRIA will be considered during implementation of the LR&WS within the partner jurisdictions and shared with partners to inform delivery and added to team plans if appropriate</p>

Section 3:
F: Equality and human rights improvement plan

Please list all the equality objectives, actions and targets that result from the Equality and Human Rights Impact Assessment (EHRIA) (continue on separate sheets as necessary). These now need to be included in the relevant service plan for mainstreaming and performance management purposes.

The following forms the basis for plans for the LWP that will need to be developed into Equality and Human Rights Improvement Plans at a local level with specific responsibilities and targets.

Equality Objective	Action	Target	Officer Responsible	By when
Accessible Services	Waste collection authorities to ensure Assisted Collections are available to all those who need them	All requests for Assisted Collections are followed up as required	WCA officers	Ongoing and throughout implementation of the LR&WS
	HWRC staff to direct members of the public who feel unable to effectively communicate with site staff to the customer service centre	HWRC staff ensure all queries of this type are handled as required	Site managers/team supervisors	Ongoing and throughout implementation of the LR&WS
	LCC to ensure service details of the HWRCs (including those accessible on foot) are listed on the LCC website and through their social media platforms	HWRC information published on LCC website and social media platforms	Comms team/waste operations	Ongoing and throughout implementation of the LR&WS
	WCAs to ensure details of collections including bulky collections are available through district websites and printed council information	Bulky waste collection information published on district websites and printed on council information	WCA district collection managers	Ongoing and throughout implementation of the LR&WS

Accessible Information	Staff to ensure interpretation and translation services (for language translations) and type talk services (for people hard of hearing) and the AbilityNet link are clearly identified on the LWP websites and within the LR&WS itself	Accessible information details are identified on LWP website and in the LR&WS	Comms team/waste policy team	Ongoing and throughout implementation of the LR&WS
	Accessible standard material and equalities material is sent to managers at the HWRC	All HWRC managers receive accessible service information for dissemination to staff	Waste Operations	Ongoing and throughout implementation of the LR&WS
	Consult with key bodies e.g. housing officers to ensure hard to reach groups are engaged	Collaborative partnerships are fostered to deliver accessible service information	WCA district officers	Ongoing and throughout implementation of the LR&WS
Equality training	Operational and customer service staff, new starters and managers to receive appropriate equalities and diversity training and unconscious bias training	100% for all mandatory training	LCC Customer Services Manager / LCC Waste Team Managers / WCA Customer Service Teams and collection managers	Ongoing and throughout implementation of the LR&WS

Harborough District Council

Report to the Performance Scrutiny Panel on 19th January 2023.



Title:	Report 2: Performance: Quarter 2 , 2022/23 Year
Status:	Public
Key Decision:	No
Report Author:	L. Elliott, Interim Chief Executive
Portfolio Holder:	Councillor Paul Dann, Corporate & Regulatory Services
Appendices:	A. Key Activities in Detail, End of Quarter 2 B. Strategic Performance Dashboard, End of Quarter

Executive Summary

- Status of all 32 Key Activities at the end of Quarter 2 of the 2022/23 year (see Appendix A for full details): 28 (87.5%) Key Activities had a status of Green. 4 (12.5%) Key Activities had Amber status. 0 (0.0%) Key Activities were classed as Red status.
- Status of all 21 Key Performance Indicators at the end of Quarter 2, of the year 2022/23 (see Appendix B for Full details): 13 (62%) of these have a status of Green , 3 (14%) have an Amber status and 5 (24%) have a Red status.

Recommendation

It is recommended that the Cabinet consider and comment on the contents of this report.

Reasons for Recommendation

The Council's Performance Management Framework requires that both Scrutiny and the Cabinet have a role in monitoring the performance of the Council against its Corporate Delivery Plan.

1. Purpose of Report

To consider and comment on the contents of this report.

2. Background

Performance is monitored and reported on to Officers and Members on a quarterly basis as part of the Council's Performance Management Framework. Performance Reports are submitted to both Scrutiny and the Cabinet via quarterly reports.



3. Details

3.1 This report consists of:

- **Appendix A: Key Activities in Detail**

This appendix contains a performance summary of each of the Key Activities identified in the Corporate Delivery Plan for the 2022/23 year including a status, progress comment and next steps.

- **Appendix B: Strategic Performance Dashboard**

The Strategic Performance Dashboard consists of the Council's key performance indicators for each priority and is designed to provide an overview of how the Council is performing. The Council's Performance Management database contains information on a wider range of performance indicators including further indicators from the Corporate Delivery Plan and operational indicators. Exceptions are addressed through one-to-one Portfolio Holder meetings and the Performance Improvement Board. The status of these items is categorised as either 'Green' (on or better than the set target), 'Amber' (within a tolerance of 5% below the target) or 'Red' (5% or more below target). The Direction of Travel column indicates whether the indicator has changed status since the previous month. Direction of Travel is stated as either 'Better', 'Same' or 'Worse'.

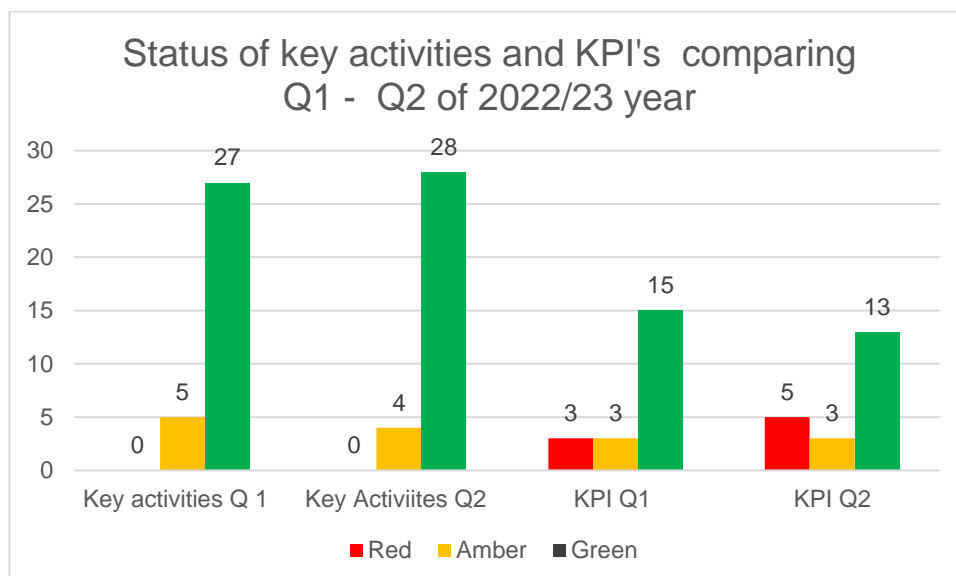
3.2 Officers are required to provide a status of Complete, Green, Amber or Red for each Key Activity. Definitions of these are as follows:

Status	Description
Red	Planned actions have not been achieved or have missed their target date. Issues are now impacting on delivery or expected outcomes.
Amber	Most actions completed. Some issues recognised which may impact on the delivery or expected outcomes.
Green	Planned actions completed, project on track. There are no known issues.
Complete	The project has been completed.

3.3 **Performance Summary**

Figure 1 shows the overall status of all Key activities and KPI's in both Quarter 1 and Quarter 2 for comparison.





3.3.1 Status of Key Activities

There are 32 Key Activities at the end of Quarter 2 of the 2022/23 year, and progress against them all is shown in Appendix A: 28 (87.5%) Key Activities had a status of Green. 4 (12.5%) Key Activities had Amber status. There were 0 (0.0%) Key Activities classed as Red status. Overall performance status's remains in line with Quarter 1 key activities status's.

3.3.2 Status of Strategic Performance Dashboard

There are 21KPI's on the Strategic Performance dashboard at the end of Quarter 2 of the 2022/23 year (see Appendix B for full details): 13 (62%) of these have a status of Green , 3 (14%) have an Amber status and 5 (24%) have a Red status. In quarter 1 only 3 KPI were at red status - these exceptions are listed below:

3.3.3 Number of new affordable housing completions during the year

End of Quarter 2 status = Red

Comments

This KPI has been Red in Quarter 1 & 2 -There is no update on this quarters data due to staff illness at the time of compiling this report. The target for the 2022/23 year is 179 units. It is still anticipated that completion of units will increase in subsequent Quarters and that the target for the year will be met.

3.3.4 60% of major planning applications determined within 13 weeks or other agreed time

End of Quarter 2 status = Red

Comments

During Quarter 1 & 2 of the 2022/23 year this KPI has been Red. In quarter 2, 7 out of 13 major applications have been determined within the 13 weeks or other agreed time. From November, it is expected that performance will improve. Performance will of course be closely monitored.



3.3.5 **Percentage of minor and other applications determined within 8 weeks or other agreed time.**

End of Quarter 2 status = Red

Comments

During quarter 2 the number of applications determined within agree time frame was 62.8% (7.2% below target, 150 out of 239 applications). It is again expected that performance will improve from November 2022.



3.3.6 **90% of payments to creditors within 30 days.**

End of Quarter 2 status = Red

Comments

An high volume of invoices were received in June and July. A report was circulated to service managers at the time.

3.3.7 **Number of Interventions carried out to encourage owners of empty properties to bring them back into use/ number of properties brought back into use.**

End of Quarter 2 status = Red

Comments

During Quarter 1 & 2 of the 2022/23 year no interventions were carried out. The target for the year is 35 interventions. Due to resource pressures within the team, it has been necessary to focus resources on the statutory services, the services is currently recruiting to 2 posts.

4. Implications of Decisions

4.1. Corporate Priorities

The contents of this report are evidence of how the Council has performed in meeting its Corporate Priorities.

4.2. Financial

No financial issues arise directly from this report.

4.3. Legal

No legal issues arise directly from this report.

4.4. Policy

No policy issues arise directly from this report.

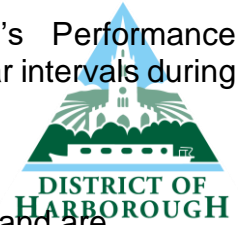
4.5. Environmental Implications including contributions to achieving a net zero carbon Council by 2030

No environmental issues arise directly from this report.

4.6. Risk Management



Risks are managed alongside performance through the Council's Performance Management database. Risk reports are provided to the Cabinet at regular intervals during each year.



4.7. Equalities Impact

Equality actions are identified as part of the Business Planning Process and are captured where relevant for each Key Activity.

4.8. Data Protection

No data protection issues arise directly from this report.

5. Alternative Options Considered





Not applicable.

6. Background papers



- Corporate Plan.
- Performance Management Framework.






Key Activity Quarterly Report (Quarter 2 of year 2022/2023)

Action Status Key	
	Red (Planned actions have not been achieved or have missed their target date. Issues now impacting on delivery or expected outcomes).
	Amber (Most actions completed. Some issues recognised which may impact on delivery or expected outcomes).
	Green (Planned actions completed, project on track. There are no known issues).
	Completed

Priority one: Community Leadership to create a sense of pride and wellbeing

Activities	Status	Progress	Next Steps	CMT Lead / Team	Portfolio
KA.01.01 Improve and enhance the future delivery of Customer Services		Project on track for go-live	Complete final stages of implementation of the new contact centre. Undertake staff training.	Customer Services and Engagement	Corporate
Activities	Status	Progress	Next Steps	CMT Lead / Team	Portfolio
KA.01.02 Increase the digitalisation of services		Initial scoping for Licensing online forms completed. Plan of works being prepared.	Initial working completed re the development of online licensing forms within Netcall. Ongoing monitoring and review of current/new online forms through customer feedback. Continue with the re-engineering and redesign of the Council's website.	Customer Services and Engagement	Corporate

Activities	Status	Progress	Next Steps	CMT Lead / Team	Portfolio
KA.01.03 To ensure effective Strategic Communications across the District to keep residents informed of Council services and Key Activities		This ongoing Key Activity is completed to date. Key news and updates are shared with stakeholders via the council's communication channels in a timely, accurate and engaging way and links with partners and local media continue to help us to widen our reach to residents across the Harborough district.	Continue to deliver high-quality communication activities for key projects and initiatives, and in support of service areas and corporate plan priorities, across the Council's communication channels to stakeholders. Engagement Strategy draft completed and internal consultation is taking place.	Communications	Strategy
Activities	Status	Progress	Next Steps	CMT Lead / Team	Portfolio
KA.01.04 Investment in community facilities through the Section 106 process		Cab sub cttee allocations from 27th Sept Meeting 135,091 - Manor Field Pavilion The Hub COMMUNITIY FACILITIES £13,912.47 Lutterworth Cricket Club SPORTS Grants up to 25K - £72,460 paid out in 2nd quarter	2023 contributions at risk. Balances not provided to Parishes.	Community Partnerships	Wellbeing
Activities	Status	Progress	Next Steps	CMT Lead / Team	Portfolio
KA.01.05 To prevent crime, tackle antisocial behaviour and support vulnerable victims		Safer Summer campaign ran through July-August on Social Media and Radio. Diversionary activities for young people ran during ASB Awareness Week and then weekly during August, Events ran in Market Harborough, Broughton Astley, Lutterworth, Kibworth & Thurnby	Vacant post of FT CS Officer (2 x 0.5 officers no longer in post) recruit of temporary post pending review. Campaigns for next quarter - - Celebrate Safely Campaign /Christmas Presence	Community Partnerships	Wellbeing


		<p>- included Skate board coaching, basketball coaching and a temporary skatepark at Kibworth: Outcomes included signposting to Brickwork studios, Speak-out and MH Basketball Club as well as Riders Coaches discussing the work of their Foundation.</p> <p>Work continues towards Domestic Abuse Housing Alliance Accreditation.</p> <p>School Newsletter for Summer Term</p> <p>Coffee Van – Medbourne- During August officers from the Community Safety Team have been joined our Health and Well being team and colleagues from the Health Service at a weekly coffee van session arranged by the Rural Community Council giving advice on scams, domestic abuse services and anti-social behaviour.</p> <p>Work started on planning alcohol awareness campaign for staff and businesses, in partnership with Public health and Turning Point.</p>	<p>- County Lines Awareness - Hate Awareness Week. - Alcohol Awareness</p> <p>Continue work towards Domestic Abuse Housing Alliance (DAHA) accreditation.</p> <p>Continue to issue newsletters to schools each term.</p> <p>CSP Strategic Assessment and drafting of new Three Year Plan</p>		
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Activities	Status	Progress	Next Steps	CMT Lead / Team	Portfolio
KA.01.06 Review and implement any emerging issues that come from government policies		There were no relevant emerging issues from government policies in Quarter 1 of the 2022/23 year.	Continue to proactively monitor any relevant emerging issues.	Legal and Democratic Services	Corporate


Activities	Status	Progress	Next Steps	CMT Lead / Team	Portfolio
KA.01.07 Implementation and		Continued support for implementation	2021-22 Housing and	Strategic Planning	Planning

APPENDIX A

monitoring of the adopted Harborough Local Plan (2011-2031)		and ongoing monitoring of the adopted Local Plan.	employment monitoring. Preparation of the five-year housing land supply position.		
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Activities	Status	Progress	Next Steps	CMT Lead / Team	Portfolio
KA.01.08 Planning decisions and planning enforcement are maintained in line with the adopted Harborough Local Plan (2011-2031)		During Quarter 2 of the 2022/23 year, 6 out of 11 (54.5%) major planning applications were determined on time. Since the start of the year 2.5 FTE posts have become vacant; however, active recruitment is now underway and by November the service will only be 0.5 FTE short of full establishment. From November, it is expected that performance will improve. Performance will of course be closely monitored	Continue to monitor planning application performance. Recruit to vacant posts.	Development Management	Planning


Activities	Status	Progress	Next Steps	CMT Lead / Team	Portfolio
KA.01.09 Continue the preparation of the next Local Plan, ensuring that design codes are developed to shape the District in line with our place-shaping ambitions		Strategic Housing and Employment Land Availability Assessment published Sep 22.	Finalise scope and key issues for the next Local Plan	Strategic Planning	Planning


Activities	Status	Progress	Next Steps	CMT Lead / Team	Portfolio
KA.01.10 Planning Obligations Policy preparation and ongoing monitoring		Implementation of the Planning Obligations SPD and further round of recruitment undertaken	Support colleagues in the implementation of the Planning Obligation SPD and complete the further round of recruitment to seek to fill the current vacancy in order to further progress monitoring work.	Strategic Planning	Planning

APPENDIX A


Activities	Status	Progress	Next Steps	CMT Lead / Team	Portfolio
KA.01.11 Continue the programme of review of the Council's conservation areas and preparation of the Local List of Heritage Assets		Bitteswell Conservation Area Appraisal completed. Panel met and considered the next tranche of entries for the Local list of non-designated heritage assets.	Public consultation on the Bitteswell Conservation Area Review and second Tranche of the Local List.	Strategic Planning	Planning


Activities	Status	Progress	Next Steps	CMT Lead / Team	Portfolio
KA.01.12 Support the preparation of Neighbourhood Plans		East Langton Review Referendum 27 Oct Tugby and Keythorpe Referendum 27 Oct Dunton Bassett Exam ongoing Kibworths Review Exam ongoing Reviews commenced at Broughton Astley, Houghton on the Hill, Lubenham, Fleckney	East Langton Review Referendum date provisionally agreed as 27 October 2022. Hold Dunton Bassett Referendum. Hold Kibworth Review Referendum. Hold Tugby and Keythorpe Referendum (provisional date: 27 October 2022). Support Plans as they progress: Medbourne Review, Houghton Review, Lubenham Review, Lutterworth start (all dates TBC).	Strategic Planning	Planning


Activities	Status	Progress	Next Steps	CMT Lead / Team	Portfolio
KA.01.13 External maintenance works to The Symington Building		Sub-contractor company no longer able to carry out the work due to ill health. Meeting arranged with another contractor to discuss the specialist work.	Meeting with new subcontractor arranged for 6 October 2022	Property Team	Finance

Activities	Status	Progress	Next Steps	CMT Lead / Team	Portfolio
KA.01.14 Refurbishment of toilets in Welland Park, Market Harborough		<p>Layout plans all agreed with changing places</p> <p>Contract documents signed and sealed</p> <p>Start date to be confirmed prior to comms being issued.</p>	<p>Start date to be confirmed with the contractor.</p> <p>Communications to be issued.</p>	Property Team	Finance


Priority Two: Promoting health and wellbeing and encouraging healthy life choices

Activities	Status	Progress	Next Steps	CMT Lead / Team	Portfolio
KA.02.01 Provide support for the most vulnerable in our communities, ensuring that they have suitable accommodation to safeguard them from harm and we provide high-quality help and advice on housing options		<p>Plowmans Yards fire safety audits have been completed and awaiting decision.</p> <p>Two new Housing Options officers are in role and the new Housing manager has taken up the post in quarter 2.</p> <p>Work continues on developing a more active and structured approach to increasing the accommodation locally for single person households.</p> <p>Recently attended a Resettlement Event hosted by the district to help Ukrainian refugees settle and find appropriate accommodation for those on the Homes for Ukraine scheme. Ongoing work with the H4U Officer to support families with move on and emergency accommodation.</p>	<p>Continue to Provide extensive training to the Housing Options Officer.</p> <p>Working with internal services and external housing providers to support residents with the costs of living crisis.</p> <p>Recruitment of an officer to focus on the resettlement of refugees.</p>	Community Partnerships	Wellbeing


Activities	Status	Progress	Next Steps	CMT Lead / Team	Portfolio
KA.02.02 Agree and implement the Young Persons Strategy		<p>The Young Persons Opportunity Plan and Action Plan was competed and passed through Scrutiny.</p> <p>Young Persons Officer facilitated tour of jubilee art work banners in District.</p> <p>Young Person Officer helped facilitate diversionary activities for ASB Awareness week and through Summer.</p> <p>Young persons opportunity plan and action plan was presented to cabinet 10.10.22</p>	The Young Persons Opportunity Plan and Action Plan to be embedded across services areas of the council. Monitoring of these activities to be developed.	Community Partnerships	Wellbeing


Activities	Status	Progress	Next Steps	CMT Lead / Team	Portfolio
KA.02.03 Implement a Health and Wellbeing Strategy that will empower people to take action to improve health and wellbeing for themselves and others through providing effective, timely and appropriate support where it is needed		<p>The Health and wellbeing Strategy is being taken to Cabinet on 10th October 2022 with two recommendations</p> <p>1. To approve the Health and Wellbeing Strategy 2022-2027 which sets strategic objectives and an action plan to deliver on these objectives.</p> <p>2.To approve the Health and Wellbeing Action Plan 2022 – 2024.</p> <p>Approval of the Health and Wellbeing Strategy will ensure;</p> <p>The Council understands and works to improve the health and wellbeing of the residents in partnership with key stakeholders and alongside our communities.</p>	<p>Once approved by Cabinet on 10th October 2022 work will can begin on delivering on the six cross-cutting strategic priorities for Health and Wellbeing in Harborough District over the next 5 years. those priorities being:</p> <ul style="list-style-type: none"> • Quality homes for all • Community infrastructure • Skills, jobs & income • Stronger communities • Mental health • Physical health <p>Staff will continue to work through the associated action plan in order to support delivery of the strategy</p>	Community Partnerships	Wellbeing

			<p>The plan will be reviewed on a regular basis to ensure the Council and partners are delivering on improving health and wellbeing for residents,</p> <p>The Health and Wellbeing Strategy and Action Plan will also support the Council to engage in the wider health agenda.</p>		
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Activities	Status	Progress	Next Steps	CMT Lead / Team	Portfolio
KA.02.04 Review the current leisure services provisions and service delivery options for the future, including preparations for any new contractual arrangements		<p>In September 2021 Cabinet reviewed an outline business case to develop leisure facilities. they agreed to progress Option B – A major redevelopment of the existing sites to include additional facilities as this was the most affordable option and likely option to achieve at least a £zero cost to the Council whilst enabling significant investment in facilities. A key outcome of our MTFS</p> <p>The procurement strategy has now been drafted which sets the high-level strategic objectives for the future delivery of leisure services and seeks to establish a suitable balance between meeting the Council's requirements and ensuring the opportunity is attractive to the market.</p> <p>The procurement strategy is tabled to be considered at cabinet on the revised date of 10th October 2022 where we will recommend that</p>	<p>Between November 2022-March 2023 complete a tender process to produce a long list of bidders.</p> <p>Between March 2023-July 2023 determine a short list of bidders</p> <p>In July 2023 conduct a Gateway review .</p> <p>In October 2023 conduct a revised tender evaluation. In November 2023 Council approval will be sought for the preferred partner with a new contract commencing on 1 April 2024.</p>	Community Partnerships	Wellbeing

		<p>The Leisure Procurement Strategy which sets the strategic objectives for the future delivery of leisure services across the Harborough District is approved</p> <p>To un-ringfence the capital funding (Harborough Leisure Centre (£8.75m) and Lutterworth Sports Centre (£1m)) and make the total £9.75million available to operators to invest in Harborough and Lutterworth Centres in the best way to achieve objectives in the Procurement Strategy.</p> <p>To note that the results of market engagement and affordability test by our leisure consultants support the preferred redevelopment option as the best was to achieve at least a £zero cost to the next contract.</p> <p>Approval of the Procurement Strategy will enable documentation to be developed including a services specification before going out to initial tender at the end of 2022.</p>			
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Activities	Status	Progress	Next Steps	CMT Lead / Team	Portfolio
KA.02.05 Implement measures to improve the living accommodation within the District		No new data available in Quarter 2 due to staff sickness	Continue monitoring affordable housing unit delivery and work closely partner organisations.	Strategic Planning	Wellbeing

Activities	Status	Progress	Next Steps	CMT Lead / Team	Portfolio
KA.02.06 Delivery of the agreed objectives of the Armed Forces Covenant		Current activity to sustain the Armed Forces Covenant is assessed as Green	The Armed Forces Officer (AFO) has reviewed the guidance and continues to	Legal and Democratic Services	Corporate




		<p>Q2 saw the publication of the Government's Armed Forces Covenant (AFC) Duty draft guidance in August but, due to the summer recess and subsequent death of HM the Queen, the Parliamentary debate and vote on the draft Regulations and Guidance has been delayed to Q3 (no date has been set). When approved they will be signed into law, and 2 weeks later they will come into legal force.</p> <p>A written briefing to update Members on the AFC Duty, and its potential implications for Harborough DC, has been produced and will be distributed in October.</p>	<p>engage and advise at desk level. For example, plans for Q3 include sharing applicable Housing Allocation Policy changes considered as best/good practice elsewhere.</p> <p>Ongoing plans to create a South Leicestershire Wellness Hub for veterans (in Lutterworth) have been delayed into Q3/4 due to a change in availability of the planned venue.</p> <p>Lead on compilation of a report to the Armed Forces Covenant Trust on progress with sustaining delivery of the Covenant across parts of Leicestershire, Rutland, and Lincolnshire (in partnership with other AFOs), by December.</p>		
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Activities	Status	Progress	Next Steps	CMT Lead / Team	Portfolio
KA.02.07 Provision of a sustainable 24-hour Lifeline Service		Customer numbers recovering to pre-pandemic levels. Budget forecast to achieve targets.	Continue marketing of service.	Commissioning and Lifeline	Wellbeing


Priority Three: Creating a sustainable environment to protect future generations


Activities	Status	Progress	Next Steps	CMT Lead / Team	Portfolio
KA.03.01 Reduce environmental crime through promoting a cleaner, greener environment using education and enforcement		We are set to be on track for a further reduction on fly tipping based on the data so far. This is down to the committed work we are doing on patrols, use of CCTV and following up on reports we receive. We are also continuing the work on litter reduction and county wide work.	-Continue the work on our successful campaigns. Launch of a new radio advert on graffiti Work with other districts on campaigns	Environmental Services and Health & Safety	Regulatory
Activities	Status	Progress	Next Steps	CMT Lead / Team	Portfolio
KA.03.02 Prepare for re-procurement of the Environmental Services contract, ensuring that any new requirements from government are included in the specifications		TO start early 2023.	TBC.	Environmental Services and Health & Safety	Regulatory
Activities	Status	Progress	Next Steps	CMT Lead / Team	Portfolio
KA.03.03 Produce a Welland Park Strategy and further develop a 10-year strategy for the use of all Council-owned parks and green spaces		All planting changes have been made, and the removal of the 1xFTE post on site making the BC25 saving.	Draft the Strategy, in line with consultation and engagement.	Environmental Services and Health & Safety	Regulatory
Activities	Status	Progress	Next Steps	CMT Lead / Team	Portfolio
KA.03.04 Provide effective local air quality management		Work on the Particulate Matter Project with North West Leicestershire is progressing. The on line questionnaire has been complete and the site for the installation of the air quality monitor has been identified. It is anticipated that the monitoring and questionnaire will go live	Confirm the study location and send out initial questionnaires	Regulatory Services	Regulatory

APPENDIX A


		in the first week of October 2022			
Activities	Status	Progress	Next Steps	CMT Lead / Team	Portfolio
KA.03.05 All Council activities will work towards being carbon neutral by 2030		Climate Officer Group continues to meet and have a series of actions underway, including sport centre refurbishment, LAD2 delivery. Officers supported Great Bug Green Week.	Draft report complete and going to officers for comment.	Regulatory Services	Regulatory
Activities	Status	Progress	Next Steps	CMT Lead / Team	Portfolio
KA.03.06 Provide domestic energy efficiency advice and measures in partnership with external organisations and encourage households to participate in the Council's Collective Switching and Solar Together initiatives		<p>Collective switching has halted due to issues in the energy market. Solar together reached 1,500 registrants with 250 accepting offers. Residents who accepted are now having surveys and then will have an installation date agreed, subject to the roof being suitable. Installations will be completed during financial year.</p> <p>76 properties completed under LAD2. Close down process is now underway to sign off the project.</p> <p>SWC is progressing, tender process completed for contractors. 60 properties in Harborough to have energy efficiency</p>	<p>Close down of LAD2 by end of December.</p> <p>Installations of solar together start in October/November 2022.</p> <p>ECO4 flexible eligibility is in process of being signed off following final guidance.</p> <p>SWC surveys of households will start end of October.</p>	Regulatory Services	Regulatory
Activities	Status	Progress	Next Steps	CMT Lead / Team	Portfolio
KA.03.07 Develop and implement a Rural Strategy for the District		The Rural strategy was considered at Cabinet on 10.10.22	Seek opportunities for funding alongside the Shared Prosperity fund. Embed the strategy across council services.	Community Partnerships	Wellbeing


Priority Four: Supporting businesses and residents to deliver a prosperous local economy

Activities	Status	Progress	Next Steps	CMT Lead / Team	Portfolio
KA.04.01 Ensure that Harborough District's towns, villages and rural areas remain attractive and vibrant places to live, work invest and visit		<p>Submitted a bid to the Government's Levelling Up Funding for Market Harborough Town Centre.</p> <p>Submitted plans to the Government's UK Shared Prosperity Fund to support the implementation of town centre Masterplans and the District's smaller towns.</p> <p>Supported a comprehensive shop front enhancement scheme for businesses in towns and villages across Harborough District.</p>	<p>Start rolling out a programme of investment through the UK Shared Prosperity Fund, including Active Travel and town centre improvements.</p> <p>Submit plans for the Government's Rural England Prosperity Funding to support Harborough District's rural areas.</p>	Economic Development	Finance

Activities	Status	Progress	Next Steps	CMT Lead / Team	Portfolio
KA.04.02 Ensure that we support new and existing businesses with Harborough District to be as successful as they can be		<p>Continued to attract more new and existing businesses to be based at the Harborough Innovation Centre, (up to 94% occupancy in September 2022, from 48% during the Covid pandemic).</p> <p>Continued to attract more businesses to be based at the Harborough Grow-on Centre, (up to 41% occupancy, or 7 rooms in September 2022, from only 3 rooms and 18% occupancy in September 2021).</p> <p>Supported 46 local businesses with free memberships for the Federation for</p>	<p>- Develop plans for the Rural England Prosperity Fund to support rural businesses and communities within Harborough District.</p> <p>Developing new business grants scheme and comprehensive business support offer, as part of our UK Shared Prosperity Fund programme.</p>	Economic Development	Finance





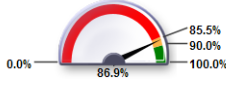





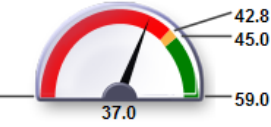


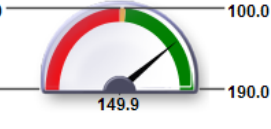

		Small Businesses and 18 local businesses to access the Zellar online sustainability platform.			
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Activities	Status	Progress	Next Steps	CMT Lead / Team	Portfolio
KA.04.03 Ensure that Harborough District residents (particularly young people), can gain access to the education, training, and skills they require to obtain high-quality employment and careers to help them meet their potential and live a fulfilling life		<p>Continued to co-ordinate Job Fairs in Market Harborough and Lutterworth, alongside key partners, which have been very well received, (Market Harborough Job Fair in June 2022 resulted in over 50 individuals receiving on the spot job offers).</p> <p>Monthly Job Clubs in Lutterworth continue to grow, and are now attracting involvement from significant local employers.</p>	<p>Develop detailed plans for the UK Shared Prosperity Fund to support District residents gaining skills and employment, (ideally for implementation in 2023/24 and 2024/25).</p> <p>Continue to support and develop Job Fairs in both towns and the Lutterworth Job Club, in conjunction with partners.</p> <p>Continue to support school careers events and share good practice between schools.</p>	Economic Development	Finance



Activities	Status	Progress	Next Steps	CMT Lead / Team	Portfolio
KA.04.04 Review and revise the Economic Development Strategy to ensure it is fit for purpose in the current climate		Work has been undertaken to assess the current position of Harborough District post-Covid and in the context of the Government's Levelling Up agenda, which is evolving in the light of changing economic circumstances and Government policy.	Detailed work to review and develop a new Economic Development Strategy for the District is planned for late 2022/ early 2023.	Economic Development	Finance

Strategic Performance Dashboard Quarter 2 (2022/23)



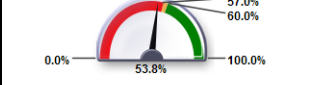
Priority 1: Community Leadership to create a sense of pride and wellbeing

KPI	Status	Value	Target	Gauge	Direction of Travel	Comments
CCS 05 Reducing avoidable contact		0%	8%	Average result for Q2 2022/23 as of August 2022 		During Quarter 2, (2022/23) an average of zero avoidable contacts was recorded
COR 01 Stage 1 and Stage 2 complaints responded to within 20 working days (%)		86.9%	90.0%	Cumulative result for Q2 2022/23 as of September 2022 		During Quarter 2 of the 2022/23 year, 86.9% (53 out of 61) of corporate complaints were responded to within the target time of 20 working days. Cumulative annual performance is 90.5% at the end of the quarter.
HS 07 Number of Repeat Homelessness Acceptances		0	0	Q2 2022/23 result 		During Quarter 2 (2022/23) there were zero instances of Repeat Homelessness
SP 01 Number of new affordable housing completions during the year		37.0	45.0	Q1 2022/23 result 		Data for Quarter 2 not available at time of producing report due to staff sickness.
SP 02 Supply of ready to develop housing sites in forthcoming five year period compared to requirement (achievement of five-year land supply)		148.6%	100.0	March 2021 result 		Data for this indicator was last calculated on 31 st October 2022, when 7.43 years was available.



















Priority 2: Promoting health and wellbeing and encouraging healthy life choices

KPI	Status	Value	Target	Gauge	Direction of Travel	Comments
CP 11 Number of attendances at sport and physical activities	✓	34,014	25,000	<p>Q4 2021/22 result</p> 	↑	Quarter 2 data will not be made available until the end of October 22
RS 16 Average number of weeks taken to complete Disabled Facilities adaptations	✓	17	20	<p>Q1 2022/23 result</p> 	↑	In quarter 2 (2022/23) the average number of weeks was below the target at 17 weeks.








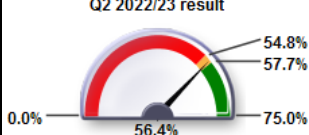


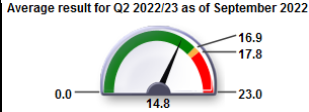


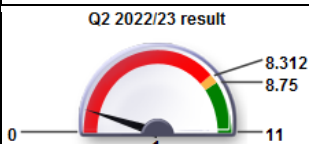

Priority 3: Creating a sustainable environment to protect future generations

KPI	Status	Value	Target	Gauge	Direction of Travel	Comments
CON 10 Levels of Litter and Detritus (% of sites are Grade B or better)	✓	90.4%	88%	<p>Q2 2022/23 result</p> 	↑	In Quarter 2 (2022/23) there was 90.4% of Sites at Grade B or better. That was a total of 113 out of 125 sites.
CON 14 Average number of working days to respond to reports of fly-tipping (days)	✓	2.10	5.00	<p>Q2 2022/23 result</p> 	↑	In Quarter 2 (2022/23) on average it took 2.10 working days to respond to reports of fly-tipping.
DM 01 60% of major applications determined within 13 weeks or other agreed time	✗	53.8%	60.0%	<p>Cumulative result for Q2 2022/23 as of September 2022</p> 	↓	During Quarter 2 of the 2022/23 year, 6 out of 11 (54.5%) major planning applications were determined on time. Since the start of the year 2.5 FTE posts have become vacant; however, active recruitment is now underway and by November the service will only be 0.5 FTE

APPENDIX B

KPI	Status	Value	Target	Gauge	Direction of Travel	Comments
						short of full establishment. From November, it is expected that performance will improve. Performance will of course be closely monitored
DM 02 Percentage of minor and other applications determined within 8 weeks or other agreed time		62.8%	70.0%	Cumulative result for Q2 2022/23 as of September 2022 		During Quarter 2 of the 2022/23 year, 150 out of 239 (62.8%) minor planning applications were determined on time. Since the start of the year 2.5 FTE posts have become vacant; however, active recruitment is now underway and by November the service will only be 0.5 FTE short of full establishment. From November, it is expected that performance will improve. Performance will of course be closely monitored
DM 07 Less than 10% of major decisions allowed at appeal		0.0%	10.0%	Cumulative result for Q2 2022/23 as of September 2022 		In Quarter 2 (2022/23) zero planning application appeals had been allowed.
FS 02 Establishment and Agency costs are kept within agreed revised budget		£2,126,831.00	£2,286,582.00	Cumulative result for Q2 2022/23 as of September 2022 		In Quarter 2 (2022/23) total agency costs were 7% lower than the quarter target. The total budget for the year 2022/23 is 39,528,733.
FS 03 90% of payments to creditors within 30 days		80.9%	90.0%	Cumulative result for Q2 2022/23 as of August 2022 		In Quarter 2 (2022/23) the number of payments to creditors within 30 days was 9.1% below target with 526 out of 650 being paid within the 30 days.
HR 02 Percentage staff turnover (%)		2.5	4.0	Cumulative result for Q2 2022/23 as of September 2022 		In quarter 2 (2022/23) percentage staff turnover was 2.5% This equates to 14 out Leavers in the quarter.
HR 03.1 Working days lost due to Sickness Absence (short-term only)		0.3	1.7	Average result for Q2 2022/23 as of September 2022 		At the end of Quarter 2 (2022/23) 0.3 days per FTE were lost due to short term sickness.

Priority 4: Supporting businesses and residents to deliver a prosperous local economy

KPI	Status	Value	Target	Gauge	Direction of Travel	Comments
ED 08.1 Market Harborough Footfall		1,828,186	480,000			At the end of Quarter 2 (2022/23) footfall had increased by a further 5% on the last quarter.
ED 08.2 Lutterworth Footfall		388,571	390,000			In Quarter 2 (2022/23) the total footfall was just 0.3% of reaching the target for the quarter (1,429)
RB 01 In-Year Council Tax Collection Rate of 98.4%		56.4%	57.7%			By the end of Quarter 2 of the 2022/23 year, 56.4% of Council Tax has been collected. This is 1.3% short of target for the quarter.
RB 02 Achieve an average time of 19 days to process new benefit claims		14.8	16.9			At the end of Quarter 2 /2022/23) new benefit claims were processed on average in 14.8 days. this is almost comparable to the previous period (14.9)
RS 14 Number of interventions carried out to encourage owners of empty properties to bring them back into use/ number of properties brought back into use		1	8.75			During Quarter 2 (2022/23) no interventions took place. The target for the period 2022/23 is 35. Recruitment to posts will take place in quarter 2 with outcomes in quarter3.

Harborough District Council

Report to the Performance Scrutiny Panel Meeting of 19 January 2023



Title:	Report 3: 2022/23 Revenue and Capital Monitoring – Quarter 2
Status:	Public – For Discussion
Report Author:	Carolyn Bland, Finance Services Manager
Portfolio Holder:	Cllr James Hallam
Appendices:	A. Cabinet Report 5th December 2022, 2022/23 Revenue and Capital Monitoring – Quarter 2 B. Cabinet Report 5th December 2022, 2022/23 Revenue and Capital Monitoring – Quarter 2 Appendices

Executive Summary

- i. To provide the Performance Scrutiny Panel with the revenue and capital budget monitoring report up to 30 September 2022 for consideration.

Recommendations

- a. Performance Scrutiny Panel is requested to consider the financial performance of the Council against its budget for the half year to 30 September 2022, as set out in the budget monitoring report attached at Appendix A and identify what, if any, recommendations should be made to Cabinet as a result.

Reasons for Recommendations

- ii. The Statutory Guidance issued by the government to Councils in respect of Overview and Scrutiny (May 2019) requires effective scrutiny to have a defined impact “on the ground”, with the committee making recommendations that will make a tangible difference to the work of the authority. It encourages scrutiny panels to consider carefully which topics are most important to the Council and therefore where its input can make the biggest impact for the benefit of residents. It also suggests that “overview” relates to development of policy while scrutiny involves looking at decisions which are been made, or are about to be made, to ensure they are fit for purpose.
- iii. A key part of the overview and scrutiny function is to influence policy and hold Cabinet to account. A scrutiny panel does this by receiving and analysing information and or evidence and then asking questions about it.

- iv. A further function is to provide an opportunity for the public and stakeholders to have their views and perspectives considered in the Council's decision making process.
- v. Scrutiny recommendations are the primary means by which Cabinet, or other executive function decision makers, can be asked to:
 - a. address a specific issue;
 - b. consider a course of action,
 - c. disclose or provide information;
 - d. provide an update to the panel on a particular area.

Purpose of Report

1. To provide the Performance Scrutiny Panel with the revenue and capital budget monitoring report covering the period 1 April 2022 to 30 September 2022 for consideration.

Background

2. Consideration of Cabinet's performance against the revenue and capital budget determined by Council in February 2022 has been included on the Scrutiny Work Plan for the Performance Scrutiny Panel by the Scrutiny Commission. Accordingly the Panel is invited to consider the extent to which Cabinet has ensured that the adopted revenue and capital budget has been adhered to and any variances reported.

Details

3. The attached report (Appendix A) entitled "2022.23 Q2 Outturn Financial Performance" was considered and commented on by Cabinet on 5 December 2022. Cabinet discussed the causes of a revenue budget overspend of £810,000, and the source of a capital budget projected underspend of £70,000.
4. The Performance Scrutiny Panel is invited to consider the Cabinet's response to the quarter 2 performance data and determine what, if any, further action should be recommended.

Implications of Decisions

Corporate Priorities

5. The contents of this report evidence how the Overview and Scrutiny function ensures that Council and or the Cabinet monitors issues that may affect the delivery of the Councils' Corporate Priorities.

Financial

6. The financial issues are identified in the attached appendices.

Legal

7. The Council is legally required to set and manage a balanced budget, and to make provision for, appropriate scrutiny in accordance with statutory guidance.

Policy

8. None directly arising from this report.

Environmental Implications including contributions to achieving a net zero carbon Council by 2030

9. No direct impact

Risk Management

Equalities Impact

10. None directly arising from this report.

Data Protection

11. None directly arising from this report.

Summary of Consultation and Outcome

12. Budget holders and finance business partners discuss the financial performance against budgets at quarterly budget monitoring meetings. Financial performance is discussed at Corporate Management Team and with Portfolio Holders as part of Portfolio Holder briefings.

Alternative Options Considered

13. None directly arising from this report.

Background papers

14. Not applicable



Harborough District Council

Report to the Cabinet Meeting of 5th December 2022



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

Executive Summary

This report sets out the financial position (outturn) for the year ending 31 March 2023, based on information at the end of September for revenue and capital. Based on the financial position as at 30 September 2022, based on known income and expenditure commitments and working assumptions, the forecast:

- Revenue is forecasting an overspend of £810k (quarter 1 £1,041k), a variance of 6.7% to the approved budget.
- Capital is forecasting an underspend of £70k.

Recommendations

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

Reasons for Recommendations

Good financial governance requires the Cabinet to consider and comment on the forecast financial outturn for 2022/23. Such commentary demonstrates to customers, partners, and stakeholders that the Council is actively considering the financial environment within which the Council is operating.

1. Purpose of Report

To update Cabinet in respect of the Quarter 2 forecast outturn for 2022/23 for both revenue, capital and reserves.

2. Background

The 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:

- 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**.
- 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.
- **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 2 can still be challenging as many things can occur between the end of September and the end of the financial year; as the potential impact of the new proposed pay rise has clearly shown. 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 [Document.ashx \(harborough.gov.uk\)](https://www.harborough.gov.uk/Document.ashx?DocumentID=1285) 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 £12.8m, which represents an overspend of the budget by £810k. 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	2,076	(228)	Agreed and one off savings
Interim Deputy Chief Executive (Finance, ICT & Assets)	2,610	3,299	689	Additional proposed pay increase £279k and savings not achieved less agreed savings of £370k
Communities	5,915	6,165	250	Carparking income down
Planning	695	877	182	Savings from shared service proposal not achieved, income down
Net Direct Cost of Services	11,524	12,417	893	
Finance & Assets: Capital Financing (*)	506	423	(83)	Savings
Net Expenditure	12,030	12,840	810	
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 structure used for setting the 2022/23 budget, some responsibilities have temporarily changed, Legal and Democratic Services are currently reporting to the Interim Deputy Chief Executive not the Interim Chief Executive.

Inflationary and Non-Inflationary Costs

- 3.5 Of the £810k 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**.

- Inflationary variances £385k
- Underachievement of savings £560k less
- Normal operational delivery (net saving) (£135k)

Inflationary Costs

- 3.6 **Pay Award** It should be noted that included within the 2022/23 forecast estimate is a corporate increase in respect of employees pay. The Council was notified in July that a pay offer of £1,925 on all pay points had been made. 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%

This has now been agreed and will be included in the November pay run. It is estimated this will be an overspend over the budgeted increase of £317k, reduced to £279k after allowing for the cut in NI of 1.25% announced in the “mini budget”.

- 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. Because of the increase in energy costs, from a Value for Money point of view the Council had little choice but to withdraw from the Green Electricity Tariff from October (by way of example, for The Symington Building the Council would have seen an increase in cost of £207k). The impact of the Energy Bill Relief Scheme is being modelled and will be reported on in the Quarter 3 monitoring report. 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) has been 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. However, alternative sharing arrangements are being discussed but it is considered that if this alternative proposition was taken forward it is unlikely any savings would be achieved this financial year.

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 preparation for 2023/24 (and subsequent years) and to mitigate the current in-year budget pressures additional ongoing savings have been offered by Service Managers which reduce the £1.041m forecast overspend at Quarter 1 to a forecast of £810k overspent at Quarter 2. This has been achieved by considering both savings and income generation opportunities.

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, and
 - along with its need to meet its 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, members will recall that when the budget was set in February, 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 £810k (**Appendix 3**). At the 31st 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 However, in an absolute “worst-case scenario” i.e. the Council took no action to address the current £810k budget pressure; it is currently estimated that the pressure would exceed £8m over the medium-term financial strategy (**Appendix 5**). If this is adjusted through reserves, this shows that the Council will have totally depleted its usable reserves during 2026/27 and thus would not meet the budget principle agreed by Cabinet (November 2021):

To ensure that over the medium term, financial sustainability can be achieved.

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 £70k and proposed slippage of £2,491k 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		Commentary
			£000	%	
Capital Projects	9,447	9,377	(70)	-1%	Jubilee grants

4. Implications of Decisions

4.1. Corporate Priorities

The contents of this report are evidence of how the Council monitors issues that may affect the delivery of its Corporate Priorities.

4.2. Financial

This report gives the outturn position for the Council's 2022/23 revenue and capital budgets.

4.3. Legal

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

4.4. Policy

No policy issues arise directly from this report.

4.5. Environmental Implications including contributions to achieving a net zero carbon Council by 2030

No environmental issues arise directly from this report.

4.6. Risk Management

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

4.7. Equalities Impact

No equalities issues arise directly from this report.

4.8. Data Protection

No data protection issues arise directly from this report.

5. Summary of Consultation and Outcome

Consultation has been undertaken with the Portfolio Holder.

6. Alternative Options Considered

Not applicable.

7. Background papers

None.

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

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

CAPITAL PROGRAMME					
Approved 2022/23 Budget & Medium-Term Financial Strategy (2023/24 to 2026/27)					
	2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000
Capital Projects					
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
Total	7,463	5,260	5,210	6,710	860
Sources of Finance					
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
Total	7,463	5,260	5,210	6,710	860

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	2,331	(158)	-6%
4,218	Planning, Environment & Waste	4,986	0	65	5,051	5,280	229	4.5%
890	Wellbeing, Communities & Housing	1,270	0	(9)	1,261	1,218	(43)	-3.4%
588	Strategy (aka Planning & Regeneration)	670	0	157	827	741	(86)	-10.4%
2,652	Corporate & Regulatory Services	1,785	0	111	1,896	2,847	951	50.2%
11,355	Net Direct Cost of Services	11,064	0	460	11,524	12,417	893	7.7%
452	Capital Financing	506	0	0	506	423	(83)	-16.4%
11,807	Net Expenditure	11,570	0	460	12,030	12,840	810	6.7%

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	2,076	(228)	-10%
3,104	Interim Deputy Chief Executive (Finance, ICT & Assets)	2,439	0	171	2,610	3,299	689	26.4%
1,275	Governance	0	0	0	0	0	0	0.0%
5,433	Communities	5,924	0	(9)	5,915	6,165	250	4.2%
11	Planning	505	0	190	695	877	182	26.2%
11,355	Net Direct Cost of Services	11,064	0	460	11,524	12,417	893	7.7%
452	Capital Financing	506	0	0	506	423	(83)	-16.4%
11,807	Net Expenditure	11,570	0	460	12,030	12,840	810	6.7%

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	
11,807	Net Expenditure	11,570	0	460	12,030	12,840	810	6.7%
	Contributions to/(from) Reserves							
(1,636)	- General Reserves	0	0	0	0	(810)	(810)	0.0%
3,577	- Earmarked Reserves	1,428	0	(460)	968	968	0	0.0%
1,941		1,428	0	(460)	968	158	(810)	-83.7%
13,748	Budget Requirement	12,998	0	0	12,998	12,998	0	0.0%
(7,459)	Corporate Funding & Grants	(6,344)	0	0	(6,344)	(6,344)	0	0.0%
6,289	Council Tax Requirement	6,654	0	0	6,654	6,654	0	0.0%

Original Budget £000	2022/23 Reserve Movements		Appendix 2 (continued)			
		Updated Actuals 31.03.22 £000		Updated Budget £000		Forecast Outturn £000
	> General Fund (Unallocated) Reserve					
2,741	b/f	2,361		2,361		2,361
0	Cont from/(to) Services	0		0		(810)
(450)	Cont from/(to) Budget Surplus Reserve	(70)		(70)		1,017
2,291	c/f	2,291		2,291		2,568
11,570	Net Expenditure	11,570		11,570		12,840
(117)	- CV19 adjustment 1 - Earmarked Res	(117)		(117)		
11,453	Min Level Reserves	11,453		11,453		
2,291		2,291		2,291		2,568
Yes		Yes		Yes		Yes
	Are Reserves maintained at 20% of Net Expenditure					
	> Earmarked Reserves					
	Budget Surplus Reserve					
0	b/f	0		0		0
450	Cont from/(to) General Fund	70		70		(1,017)
(450)	Cont from/(to) Earmarked Reserves	(70)	381	(70)		1,017
0	c/f	0		0		0
	CV19 Internal Recovery Reserve					
7,825	b/f	4,171		4,171		4,171
(4,935)	Cont from/(to) Services	(4,935)		(4,935)		(4,935)
(733)	Cont from/(to) Corp Funding & Grants	(733)		(733)		(733)
0	Cont from/(to) Earmarked Reserves	0		0		0
2,157	c/f	(1,497)		(1,497)		(1,497)
	Projects, Risk & Smoothing Reserve					
691	b/f	1,051		1,051		1,051
300	Cont from/(to) Services	300		300		300
2,278	Cont from/(to) Corp Funding & Grants	2,278		2,278		2,278
450	Cont from/(to) Budget Surplus Earmarked Reserve	70	(381)	70		(1,017)
75	Cont from/(to) Earmarked Reserves	75		75		75
3,794	c/f	3,774		3,774		2,687
	Capital & Contract Reserve					
748	b/f	1,888		1,888		1,888
0	Cont from/(to) Budget Surplus Earmarked Reserve	0		0		0
0	Cont from/(to) Services	0	(460)	(460)	(460)	(460)
748	c/f	1,888		1,428		1,428
	Transformation Reserve					
2,067	b/f	1,837		1,837		1,837
(1,000)	Cont from/(to) Earmarked Reserves	(1,000)		(1,000)		(1,000)
1,067	c/f	837		837		837
	Community, Economic & Infrastructure Reserve					
1,447	b/f	1,447		1,447		1,447
425	Cont from/(to) Earmarked Reserves	425		425		425
1,872	c/f	1,872		1,872		1,872
	Commercial Investment Reserve					
2,357	b/f	2,934		2,934		2,934
500	Cont from/(to) Earmarked Reserves	500		500		500
2,857	c/f	3,434		3,434		3,434

Commentary on 2022/23 Budget Variances Greater than £25,000, by Director Service Categorisation					Appendix 3
Service	Directorate Variance £000	Savings £000	Pressures £000	Total £000	Detailed Service Variance
					Commentary
Interim Chief Executive	(228)				
Corporate Administration		(37)		(37)	E30k agreed saving on salaries plus £7k other savings.
Land Charges		(46)		(46)	E48k payment from HM Land Registry for moving land charges register.
Committee Servicing		(22)	35	13	E22k agreed saving on salaries less cost of agency staff to provide additional support.
Deputy Chief Executive		(33)		(33)	Nearly 3 months of salary savings until interim appointment of Director: Finance, ICT & Assets to post until end of December 2022, assuming Deputy returns to post from January 2023.
Harborough Innovation Centre		(114)		(114)	Additional income from hire of facilities £82k and recharges £31k.
Provision for Utilities inflation			41	41	Market Hall and Harborough Innovation Centre.
Cumulative variances less than £25k			(52)	(52)	
Interim Deputy Chief Executive (Finance, ICT & Assets)	689				
Finance Services			79	79	Initial delays in new financial system project had a knock on effect on the planned restructure savings of £118k, now only anticipating savings for 4 months from December 2022.
IT Services		(34)	54	20	E34k agreed saving on salaries less unbudgeted cost of Microsoft licences less other smaller savings.
Interest & Investment Income		(300)		(300)	Agreed saving - increased interest rates.
Quick Response Team			72	72	Unbudgeted cost of team.
Director: Finance, ICT & Assets)		(29)		(29)	Saving generated as post holder acting as Deputy Chief Executive until end of December 2022.
Corporate Savings - pay increase			279	279	Original budget for pay increase of 1.75% increased in line with current request of £1,925 per scale point.
Corporate Savings - other savings			471	471	E304k target operating model savings will not be achieved in 2022/23, plus £77.5k of cross cutting savings. £90k of vacancy savings matched by vacancy savings in individual cost centres.
Major Emergencies		(63)		(63)	ERDF funding received relating to 2020/21 Covid expenditure.
The Symington Building		(7)	51	44	E20k soft services, £25k income over accrued for in 2021/22.
Provision for Utilities inflation			45	45	Mostly the Symington Building.
Cumulative variances less than £25k		(57)	128	71	
Communities	250				
Customer Services			97	97	E60k Netcall System, £35k additional call centre staff.
Communication		(28)		(28)	E12k agreed saving on salaries plus £16k saving on vacant post.
Carparking			250	250	E220k down on car park fee income, £13k down on permits plus increase in direct costs mainly Parking by Phone costs.
Housing Services		(32)		(32)	E10k agreed saving on salaries plus additional saving on vacant Manager post now filled.
Cumulative variances less than £25k		(15)	(22)	(37)	
Planning	182				
Development Control			203	203	Additional £54k down in fees and £15k down on advice this quarter on top of £141k highlighted in quarter 1 (£94k shared service not proceeded with, £39k down on fee income and other smaller variances).
Cumulative variances less than £25k		(8)	(13)	(21)	
Finance & Assets: Capital Financing	(83)				
IT Services		(25)		(25)	Agreed saving - capitalisation of IT time on capital projects.
Minimum Revenue Provision		(58)		(58)	Agreed saving - recalculation of MRP.
Cumulative variances less than £25k		0	0	0	
Net Expenditure	810	(908)	1,718	810	

General Fund Reserves, 31 st March 2022				Appendix 4
Reserve	Balance (£m)		Purpose	Useable / Unusable
General Fund (Unallocated Reserve)	2.4		Emergency funding (20% of net expenditure)	Unusable
Earmarked Reserves	13.3			
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.
Total	15.7			

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						
				£000	£000	£000	£000		
Inflation									
Pay	0	279	279	558	837	1,116	1,395		Assume increase year-on-year Assume 20% 2023/24, 10% 2024/25
Utility Bills	0	106	106	42	21	0	0		
	0	385	385	600	858	1,116	1,395	4,777	
Underachievement of Savings									
Senior Management Review (TOM)	0	304	304	228	0	0	0		Saving achieved after 9 months in 2023/24. Saving achieved after 9 months in 2023/24. Saving achieved Cost will need meeting in future years Impact only 2022/23 Saving achieved after 6 months in 2024/25.
Cross Cutting Savings	0	77	77	58	0	0	0		
Vacancy Savings	(90)	90	0	0	0	0	0		
Quick Response Team	0	72	72	72	72	72	72		
Committee Servicing	(22)	35	13	0	0	0	0		
Development Management Shared Service	0	94	94	128	64	0	0		
	(112)	672	560	486	136	72	72	1,771	
Normal Operational Delivery									
Corporate Administration	(37)	0	(37)	0	0	0	0		Impact only 2022/23 Cost will need meeting in future years
Land Charges	(46)	0	(46)	0	0	0	0		
Deputy Chief Executive	(33)	0	(33)	0	0	0	0		
Finance	0	79	79	0	0	0	0		Impact only 2022/23 Anticipating permanent reduction in demand Impact only 2022/23
IT Services	(34)	54	20	54	54	54	54		
Interest & Investment Income	(300)	0	(300)	0	0	0	0		
Director: Finance etc	(29)		(29)	0	0	0	0		Impact only 2022/23 Netcall cost will need meeting in future years
Carparking (lost income)	0	250	250	250	250	250	250		
Development Management (underachievement of income)	0	109	109	0	0	0	0		
Harborough Innovation Centre	(114)	0	(114)	0	0	0	0		Impact only 2022/23 Netcall cost will need meeting in future years
ERDF funding	(63)	0	(63)	0	0	0	0		
The Symington Building	(7)	51	44	0	0	0	0		
Customer Services	0	97	97	60	60	60	60		Impact only 2022/23
Communication	(28)	0	(28)	0	0	0	0		
Housing Services	(32)	0	(32)	0	0	0	0		
MRP saving	(58)	0	(58)	0	0	0	0		Impact only 2022/23
IT Services - capitalisation	(25)	0	(25)	0	0	0	0		
Variances less than £25k	10	21	31	0	0	0	0		
	(796)	661	(135)	364	364	364	364	1,494	
Total	(908)	1,718	810	1,450	1,358	1,552	1,831	8,042	

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 2	Forecast Outturn	Variance	Commentary
	£000	£000	£000	£000	£000	£000	£000	
Capital Projects Approved in previous years (either								
CCTV	20	0	0	20	46	20	0 0%	CCTV schemes underway
Harborough Innovation Centre	20	0	0	20	5	20	0 0%	
Housing & Homelessness Schemes	927	0	0	927	20	927	0 0%	Roman Way in planning phase. Plowmans Yard development out to tender
Lightbulb (Disabled Facilities Grants) & Other Social Services	732	0	0	732	127	732	0 0%	Delivered through Lightbulb partnership and on track
Leisure, Open Spaces & Play	4,449	0	(2,343)	2,106	26	2,036	(70) -3%	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. Jubilee grants under allocated by £70k.
Corporate Buildings	513	125	(148)	490	11	490	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. Works to Frank Whittle monument commenced early - bring budget forward from 23/24
Car Parks & Similar Facilities	619	0	0	619	0	619	0 0%	Covers EV points at car parks plus budget b/f for the coach park
Economic Development	528	0	0	528	0	528	0 0%	Lutterworth TC Heritage Zone plan
Capital Works-S.106	1,623	0	0	1,623	761	1,623	0 0%	Community grants funded through s106 contributions
ICT & Transformation	2,382	0	0	2,382	410	2,382	0 0%	All principle projects underway (new finance and assets system, ICT transformation programme, customer call centre in-sourcing).
Total	11,813	125	(2,491)	9,447	1,406	9,377	(70) 0%	
Sources of Finance								
External Funding & Grants	4,000			4,000	908	4,000	0 0%	
Capital Receipts	4,054	0		4,054	410	4,054	0 0%	
Service Charges	6	0		6	5	6	0 0%	
Direct Revenue Financing	1,330	0		1,330		1,260	(70) -5%	
Unsupported Borrowing (MRP)	2,423	125	(2,491)	57	83	57	0 0%	
Total	11,813	125	(2,491)	9,447	1,406	9,377	(70) -1%	

Harborough District Council

Report to the Performance Scrutiny Panel Meeting of 19 January 2023



Title:	Report 4: Draft Budget 2023/24 & Medium-Term Financial Strategy (2024/25 to 2027/28)
Status:	Public – For Discussion
Report Author:	Clive Mason: Interim Deputy Chief Executive (& s.151)
Portfolio Holder:	Cllr James Hallam
Appendices:	Annex 1 Cabinet Report 16 January 2023: Draft 2023/24 Budget & Medium-Term Financial Strategy (2024/25 to 2027/28)

Executive Summary

- i. To scrutinise the Draft Budget 2023/24 & Medium-Term Financial Strategy (2024/25 to 2027/28) (Annex 1) and provide comments to Cabinet for consideration at its meeting on 6 February 2023.

Recommendations

- 1. The Panel is requested to scrutinise the Draft Budget and report its findings to Cabinet. Cabinet will consider any comments from the Panel at its meeting on 6 February 2023. It is anticipated that Cabinet will recommend that Council determine the budget on 27 February 2023.**

Reasons for Recommendations

1. The Statutory Guidance issued by the government to Councils in respect of Overview and Scrutiny (May 2019) requires effective scrutiny to have a defined impact “on the ground”, with the committee making recommendations that will make a tangible difference to the work of the authority. It encourages scrutiny panels to consider carefully which topics are most important to the Council and therefore where its input can make the biggest impact for the benefit of residents. It also suggests that “overview” relates to development of policy while scrutiny involves looking at decisions which are been made, or are about to be made, to ensure they are fit for purpose.
2. A key part of the overview and scrutiny function is to influence policy and hold Cabinet to account. A scrutiny panel does this by receiving and analysing information and or evidence and then asking questions about it.

3. A further function is to provide an opportunity for the public and stakeholders to have their views and perspectives considered in the Council's decision making process.
4. Scrutiny recommendations are the primary means by which Cabinet, or other executive function decision makers, can be asked to:
 - a. address a specific issue;
 - b. consider a course of action,
 - c. disclose or provide information;
 - d. provide an update to the panel on a particular area.

1 Purpose of Report

- 1.1 To scrutinise the Draft Budget 2023/24 & Medium-Term Financial Strategy (2024/25 to 2027/28) (Annex 1) and provide comments to Cabinet for consideration at its meeting on 6 February 2023.

2 Background

- 2.1 Cabinet is expected to approve, on 16 January 2023, the Draft Budget 2023/24 & Medium-Term Financial Strategy (2024/25 to 2027/28) (**Annex 1**) for consultation including proposals for budget growth, savings, and projects for inclusion in the capital programme.
- 2.2 The report considered by Cabinet includes the provisional Local Government Finance Settlement for 2023/24 from the Ministry of Levelling-Up, Housing & Communities.

3 Changes following consideration by Cabinet on 16 January 2023

- 3.1 At the time of publication of this report Cabinet has not considered the Draft Budget and Medium-Term Financial Strategy ("MTFS"). If Cabinet do make any changes, these will be verbally updated to the Panel at the meeting.
- 3.2 It should also be noted however that there may be changes between the Scrutiny (Performance) Panel meeting and Cabinet in February. The potential changes are noted below along with the reasons for the possible change:
 - **FCC Contract**; the final inflation increases are not known until very late January or early February in respect of the Council's waste contract.
 - **Collection Fund (Surplus)/Deficit**; the final surplus/deficit is currently being evaluated and will be distributed to Leicestershire County Council by the agreed deadline of 31 January 2023.
 - **NDR 1**; this is the final estimate for 2023/24 business rates and has to be reported to government; this return is not due until the 31 January 2023.

4 Highlights of the Draft Budget 2023/24 & Medium-Term Financial Strategy (2024/25 to 2027/28)

4.1 The attached report (**Annex 1**) provided to Cabinet includes the Draft 2023/24 Budget & Medium-Term Financial Strategy (2024/25 to 2027/28). In respect of

i. 2023/24

Revenue

- The change in “direct service” budget between 2022/23 and 2023/24 is **£982k**.
 - The 2022/23 approved “direct service” budget was £11.1m
 - The 2023/24 approved “direct service” budget is £12.1m

The change is made up as follows:

- **Previous Budget Approvals**
 - Savings £ 9k
- **New Budget Changes**
 - Pay Increases £571k
 - Service Growth/Savings (£674k)
 - Waste Contract £205k
 - Council Elections + Local Plan £372k
(met by contributions from Earmarked Reserves)
 - Unplanned Pressures £499k
(Income Reductions/Expenditure)
 - **£982k**
- A saving of £82k in capital financing for 2023/24 compared to that included in the currently approved MTFS.
- The council will receive the following grants in 2023/24;
 - New Homes Bonus, £1.7m
 - Services Grant, £69k.
 - 3% Funding Guarantee, £819k
- A net contribution to reserves of £2.6k.
- An increase in Council Tax of 2.99% (£5.32).
- If the Draft Budget is approved, the Council would be setting a “balanced” budget for 2022/23.

Reserves

- General Fund (Unallocated) Reserve, maintained at 20% of net expenditure.
- Active management of earmarked reserves, which aims to manage risk, contractual commitments, community, and commercial investment.

Capital Programme

- A total programme of £8.7m; existing schemes of £5.3m and proposed schemes of £3.4m. The proposed schemes include £3.2m in non-invest to save schemes (contract uplifts, additional funding for a new depot, Welland park developments) and £254k in invest to save schemes (electrical vehicle charging points, solar points)

ii. **Medium-Term Financial Strategy (MTFS)**

Revenue

- A budget gap of £852k by 2025/26 increasing to £1.7m by 2027/28.
- In 2022/23, the Council received a total of £2.7m in external grant, by 2027/28 this will be £141k (a reduction of 95%).
- Anticipating the introduction of Fair Funding and NDR Rebasing from 2025/26.
- A notional increase in Council Tax of 2.99% per annum.
- If the Draft MTFS is approved, the Council would be setting a “balanced” budget for the entire MTFS.

Capital Programme

- A total capital programme of £26.3m; existing schemes of £18m and proposed schemes of £8.3m. The new schemes are a mix of physical enhancements and software developments. Including a significant investment in service transformation, cost increases to projects because of the high inflationary environment and other asset developments.

Reserves

- The General Fund (Unallocated) Reserve is maintained at 20% of net expenditure through to 2027/28.
- When the 2022/23 budget was approved, the MTFS forecast a total reserve balance of £10.2m by 2026/27. The 2023/24 budget and MTFS is now forecasting a balance of £12.5m by 2026/27, reducing to £10.9m by 2027/28.

4.2 Scrutiny are requested to review and consider:

(a) The Draft 2023/24 Budget & Medium-Term Financial Strategy (2024/25 to 2027/28). This includes revenue, capital, and reserves.

(b) Proposals for Council Tax.

5 Equality Impact Assessment Implications/Outcomes (attach completed EIA)

5.1 None arising directly from this report.

6 Impact on Communities

6.1 None arising directly from this report. The Council's final budget and Corporate Delivery Plan will determine the services and the way they will be delivered to the communities. As such there will be an impact on the communities which will be assessed as part of the individual or collective service(s) consideration.

7 Legal Issues

7.1 The Council has to set a balanced budget in order to set the Council Tax for the district.

8 Resource Issues

8.1 The Council is required to set a balanced budget.

9 Community Safety Implications

9.1 None arising directly out of this report.

10 Carbon Management Implications

10.1 None arising directly out of this report.

11 Risk Management Implications

11.1 The management and monitoring of the risks attached to the 2021/22 Budget & MTFS will be critical to ensuring the future financial standing of the Council.

12 Consultation

12.1 Consultation on the 2023/24 Budget & MTFS proposals is being undertaken.

13 Background Papers

13.1 Budget Working papers



Harborough District Council**Report to the Cabinet
Meeting of 16th January 2023**

Report Number:	X
Title:	Draft Budget 2023/24 & the Medium-Term Financial Strategy (2024/25 to 2027/28) <i>"Committed to Financial Sustainability & Resilience to enable Community Investment".</i>
Status:	Public
Key Decision:	No
Report Author:	Clive Mason – Director of Resources (& s.151 officer)
Portfolio Holder:	Cllr James Hallam, Finance
Appendices:	Appendix 1: Detailed "Consolidated" Draft 2023/24 Budget & Medium-Term Financial Strategy (2024/25 to 2027/28) Appendix 2: Detailed service budget pages Appendix 3: Summary of service savings and income generation proposals. Appendix 4: "Consolidated" General Fund Reserve Appendix 5: Capital Programme 2023/24 to 2027/28

Executive Summary

This report sets out the Council's Draft 2023/24 Budget and Medium-Term Financial Strategy (2024/25 to 2027/28) (MTFS) in respect of revenue, capital, and reserves.

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 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 Council has addressed significant inflationary pressures, and these have been incorporated into the service budgets. Following the Council decision in December 2022 to not approve the Council's participation in a Strategic Partnership with Melton Borough Council, this budget does not include any savings that were included in the business case. It should be noted that if the Strategic Partnership had proceeded this would have been the ideal vehicle through which the Council could have improved its financial resilience by giving it a more solid foundation to support the delivery of services to our community; unfortunately now the Council will have to address these financial risks alone.

Recommendations

That Cabinet

1. **approves:**

A. The following to be included in the Draft "Revenue" 2023/24 Budget and MTFS (2024/25 to 2027/28):

- | | |
|---|--------------|
| • various service-related budget changes noted in paragraphs: | 3.5 to 3.11 |
| • various non-service funding budget changes noted in paragraphs: | 3.12 to 3.17 |
| • Council Tax, Business Rates and Collection Fund related budget changes noted in paragraphs: | 3.18 to 3.23 |

This includes an increase in Council Tax for 2023/24 of 2.99% and a notional increase of 2.99% for each year of the MTFS (2024/25 to 2027/28).

B.	Delegation of authority to the Director, Resources, following consultation with the Portfolio Holder for Finance & Assets, to distribute the "Final" Forecast 2022/23 Collection Fund Surplus/(Deficit) to respective Preceptors by the statutory deadline (31st January).	3.24
C.	Draft Budget 2023/24 and MTFS (2024/25 to 2027/28) summarised at Table 4. The detailed service budgets are shown at Appendix 1 and 2.	3.25 to 3.26
D.	Reserves allocations summarised at Table 5, Appendix 4.	3.27 to 3.31
E.	Capital Programme for 2023/24 and for the MTFS (2024/25 to 2027/28) as shown at Appendix 5.	3.32 to 3.37
F.	Delegation of authority to the Director, Resources, following consultation with the Portfolio Holder for Finance & Assets, in respect of capital projects that are impacted by inflation. The detailed wording of the delegation is shown at paragraph 3.36	3.36
2.	endorses the continuation of the transformation programme and continuous improvement, thereby ensuring that the Council	

remains “ <i>Committed to Financial Sustainability & Resilience to enable Community Investment</i> ”.	
Reasons for Recommendations	
To provide the opportunity for consultation on the emerging budget position for 2023/24 and the MTFS, with a focus on the revenue budget, reserve allocations and proposals for the capital programme.	

1. PURPOSE OF REPORT

1.1 For Cabinet to:

- consider the Draft Budget 2023/24 & the Medium-Term Financial Strategy (2024/25 to 2027/28) (MTFS), including potential budgetary implications of the government's provisional settlement, implications for Council Tax and consequential application of reserves.
- review and endorse inflationary implications, savings, and growth proposals, and to begin, where necessary a period of consultation.
- review capital projects proposals; including the potential revenue implications

2. BACKGROUND

Introduction

2.1 In respect of the 2022/23 budget, the Council approved the “original budget” in February 2022 ([Council approved the 2022/23 Budget and MTFS](#)); the key points to note are 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.

2.2 Over the past couple of years the Council has been on a significant journey of both organisational and financial transformation:

- During 2020 it was established that the Council was facing a significant gap in financial resources and to overcome this it undertook a fundamental review of all its services budgets. This review generated an annual saving of £3.1m (known as Budget Challenge 2025, BC25).
- Extending through 2020 and 2021, the Council was impacted by the Coronavirus Pandemic. With the Council being at the centre of its local community, it led local governments response in respect of business

grants and developed new and innovative ways to ensure that services continued to be delivered.

- Since February 2022, the Council, like every other council in the UK has been facing further pressures due to significant increases in inflation and the impacts of the cost-of-living crisis.

2.3 In addition to the above, 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. At Decembers Full Council the decision was not to take this initiative forward. Further commentary on this is considered later in the report. It should be noted that no savings pursuant to the Strategic Partnership are included in this budget or the MTFS.

Reflections on the 2022/23 Forecast Outturn

2.4 The [Financial Performance 2022/23 Quarter 2](#) report was discussed at Cabinet in December and is showing a net overspend of £810k. This overspend is due to a number of both positive and negative variances, but the main variances are due to:

- Inflationary pressures £385k
- Underachievement of savings £560k less
- Normal operational delivery (net saving) (£135k)

3. REVENUE BUDGET: Draft Budget 2023/24 and Medium-Term Financial Strategy 2024/25 to 2027/28

Base Budget 2023/24

3.1 When the Council approved the “original” 2022/23 budget and MTFS in February 2022; the 2022/23 “Net Direct Cost of Services” was £11.1m; following base budget changes agreed in earlier years budgets, the 2023/24 Base Budget increased by £9k; this is shown in **Table 1** below.

Reconciliation of Updated Base Budget 2023/24				Table 1
Service	2022/23 Budget as approved February 2022	Previously Approved Growth/ Savings	Service Requested Budget Changes	2023/24 Base Budget
	£000	£000	£000	£000
Finance	2,353	(293)	130	2,190
Planning, Environment & Waste	4,989	(129)	0	4,860
Wellbeing, Communities & Housing	1,302	(182)	0	1,120
Strategy (aka Planning & Regeneration)	670	52	0	722
Corporate & Regulatory Services	2,066	(3)	0	2,063
Contingency (including Pay/Services/FCC Inflation)	(316)	434	0	118
Net Direct Cost of Services	11,064	(121)	130	11,073

Budget Changes 2023/24

3.2 The detailed Consolidated 2023/24 Budget and MTFS is at **Appendix 1**, with the detailed service budget pages being shown at **Appendix 2** (a summary is shown at **Table 4** later in this report). However, the 2023/24 draft budget has been based on the [Budget Setting Principles](#) report agreed by Cabinet in December and other subsequent changes; this gives the following key budgetary items in respect of 2023/24:

- Net Direct Cost of Services of £12m,
- Capital financing of £424k,
- which gives a 2023/24 Draft Budget Net Expenditure of £12.5m.

The respective movements between the 2023/24 Base Budget and 2023/24 Draft Budget Net Direct Cost of Services is shown in **Table 2** below with more detailed discussion later in this report.

Service Budget Changes - 2022/23 only	Table 2	
	£000	£000
2022/23 Base Budget		11,073
Pay increases		
23/24 Pay increase	186	
Consequential impact of 22/23 Pay increase of £1,925	217	
Other payroll changes, fte changes, scale point increments, reversal of 1.25% National Insurance, etc	168	571
Service Growth		
Inflation on fees and charges	(36)	
Energy Costs inflation	42	
Underachievement of savings	136	
Normal operational delivery (see Appendix 3 savings and income generation proposals)	(816)	(674)
Waste contract - inflationary changes		205
Elections 23/24 cost (matched by reserves contribution)		166
Local Plan 23/24 cost (matched by reserves contribution)		206
Unplanned Pressures		
Income		
Green waste increased charge	(120)	
Carparking income reduction	158	
Planning income reduction	103	
Shared service DM support	128	269
Expenditure		
Pensions reduction for 23/24	(94)	
2 Project officers	116	
External audit fee increase set by PSAA	48	
Legal & democratic improved software	28	
Local Elections Contribution to Reserves	40	
Leics Revs & Bens Partnership	32	
Netcall licence - customer services	60	230
2023/24 Draft Budget - Net Direct cost of services		12,046

Service Review

- 3.3 For the past few years services have continually been reviewing their income and expenditure, the principal means for reviewing budgets has been firstly via the Budget Challenge 2025 (BC25) process and secondly via the annual budget setting process – this is discussed further in (i) and (ii) below.

Members should also note that officers do reflect on budget provision as part of the quarterly budget monitoring process.

- i. **Budget Challenge 2025**; the budget impacts of BC25 were incorporated into the 2022/23 Budget and MTFS (2023/24 to 2026/27) and were detailed in last year's draft budget report. As each year passes these savings become embedded within that year's base budget. This will be the last year that reference will be made to the BC25 process.
- ii. **Annual Budget Process service review**; over the summer and early autumn of 2022 service leads have been reviewing their budgets. For 2023/24, the total service savings are £957k and total £4.5m over the MTFS period; these are summarised in **Appendix 3**.

Budget Principles

- 3.4 In December, Cabinet agreed a series of [Budget Setting Principles](#), the following paragraphs reflect the application of these principles into the budget setting process.

➤ GENERAL SERVICE INCOME AND SAVINGS

- 3.5 The increase in General Service Income is based on the CPI rate for the preceding October which was 10.1%; the consequent 2023/24 income increase is £36k. There are a number of exemptions to this that are discussed in the aforementioned report, further members should consider the implications of the following specific income streams:

- i. **Car Parking**, the 2022/23 Quarter 2 financial performance is forecasting a net income of £1m; some £250k (19.7%) less than budget. When the 2022/23 budget was set, the income budget had already been reduced by £216k; this further underachievement is clearly evidencing a structural decline in car usage with therefore showing that there is car-parking over-capacity within the district. The Council is undertaking a strategic review of its car parking, but the conclusions of this review are not expected until later in 2023. Considering this, the Head of Regulatory has reviewed the car-parking income budget further and ***it is recommended that revised Car Parking budgets are included, reflecting the profile below:***

	Currently Approved Budget / MTFS 2022/23 £000	New Budget / MTFS 2023/24 £000	Annual Change in Income £000	Cumulative Change in Income £000
2023/24	1,269	1,050	(219)	(219)
2024/25	1,210	1,155	(55)	(274)
2025/26	1,154	1,200	46	(228)
2026/27	1,101	1,269	168	(60)
2027/28	N/a	1,269	N/a	N/a

Key: amounts in brackets = reductions in budget

- ii. **Garden Waste;** in December 2020, Council approved an increase in the Garden Waste fee to £55.00. As noted in the Budget Principles report ([Appendix 2](#)); it is essential that as a discretionary service that cost-neutrality is maintained (i.e. no cross-subsidisation between non-participating residents and scheme participating residents). Current modelling is showing that the contractor costs for 2023/24 are higher by £120k per annum – therefore to ensure cost neutrality and no cross-subsidisation, a £6 per bin increase is required.

On an annual basis, when the Council agrees the budget it also agrees the [Fees & Charges](#) and this includes a delegation whereby the Chief Financial Officer, in consultation with the Portfolio Holder for Finance & Assets can agree in-year changes to Fees & Charges. The annual billing process for Green Waste starts the preceding December therefore, to ensure that the £6 increase is in place for April 2023, it has been necessary for the aforementioned delegation to be used.

- iii. **Interest and Investment Income;** members will recall that for 2022/23, the net Interest & Investment Income budget was £400k. With the recent increase in base rates, investment interest rates have also increased; ***it is recommended that the budget interest and investment income budgets over the MTFS period will be:***

- **2023/24; £807k**
- **2024/25; £529k**
- **2025/26; £488k**
- **2026/27; £440k**
- **2027/28; £440k**

- iv. **Development Management (Development Control) Income;** members will recall that for 2022/23, the net Development Control Income budget was £1.2m which included a potential income from a shared services opportunity with another Leicestershire District Council that is no longer being taken forward. Consequently, this income stream has been removed from the budget as the likelihood of alternative shared service options are limited in the short-term. Quarter 2 monitoring is forecasting an overall underachievement of income by £203k, as well as recognising the lost shared service income this underachievement also includes a deferment of income as a consequence of the legal proceedings in respect of the Lutterworth East and Gartree Prison developments. Further, as the country is entering recession, there is the potential for a downturn in planning income. Consequently the Head of Development has considered the medium-term impacts of these income pressures and ***it is recommended that the Development Management income budgets are reduced to reflect the expected changes in the economy:***

	Currently Approved Budget / MTFS 2022/23 £000	New Budget / MTFS 2023/24 £000	Annual Change in Income £000	Cumulative Change in Income £000
2023/24	1,290	1,187	(103)	(103)
2024/25	1,340	1,142	(198)	(301)
2025/26	1,340	1,142	(198)	(499)
2026/27	1,340	1,142	(198)	(697)
2027/28	N/a	1,142	N/a	N/a

Key: amounts in brackets = reductions in budget

- v. **TOM Service Efficiency;** members will recall that included in the 2022/23 budget was a £353k saving in respect of a new “Target Operating Model” that involved a review of corporate leadership. Of the £353k saving, £287k (81%) remains within the base budget of each year of the MTFS. The review of the senior management team was delayed due to the Councils participation in development of the Strategic Partnership with Melton Borough Council. As the Council has now decided not to follow the Strategic Partnership this saving will have to be achieved within the Councils own resources rather than being able to secure the collaborations benefits that would have accrued from improved service and financial resilience. It is possible to achieve this saving from within the Councils own resources but this brings with it

higher risks in both short- and medium-term operational delivery, higher cost and reductions in financial resilience of the Council.

➤ **EMPLOYMENT RELATED COSTS**

3.6 **Pay Inflation**; for 2022/23, the pay-award was a flat £1,925 across all spinal points; for a Grade 2 post this represents an increase of 9.6% whereas for the Chief Executive this represents 1.6%. In respect of next year and the MTFS period, ***it is recommended that the following increases are applied in respect of pay inflation:***

- ***2023/24; 4%, giving an annual cost of £375k.***
- ***2024/25; 3.5%, giving an annual cost of £341k.***
- ***2025/26 to 2027/28; 3.0%, giving an average annual cost of £312k.***

3.7 **Employers Oncosts**, as an employer the Council is required to charge oncosts for National Insurance and Pension. In respect of:

- **National Insurance**, this is set nationally and for budgeting purposes a standard rate of circa 13.8% is used. For 2023/24 and each year thereafter this has been reduced by the 1.25% “Social Care” NIC which was withdrawn as part of Septembers Fiscal Statement and confirmed in the Autumn Statement of last November. Members should note that in the financial settlement for this financial year (2022/23) the government had provided compensation funding to meet the additional “Social Care” NIC cost (it was embedded within the Services Grant allocation); this compensation has now been removed for 2023/24.
- **Pensions**, the Council is part of the Leicestershire Local Government Pension Scheme. 2023/24 will be the first year of a new triennial valuation, the equated employer’s oncost rate will be 32.12% (a base employers oncost rate of 22.8% + a strain amount of £644k). Which is an equated reduction of 2.43% (£94k) compared to 2022/23 (equated employer’s oncost rate of 34.55%).

It is ***recommended that both the National Insurance and Pension oncosts rates of 13.8% and 32.12% respectively are applied for next year and over the MTFS period***; giving a cost of £2.9m for 2023/24.

3.8 **Vacancy Factor**; a table-top exercise has been undertaken to model the gap between when vacancies occur and when posts are recruited to and the current £180k vacancy factor has been confirmed as a fair proxy. It is therefore ***recommended that the vacancy factor remains as £180k.***

➤ **General Service Inflation and Growth**

3.9 **General Service Inflation**; a rate of 0% had been applied for general service inflation for 2023/24 and for the MTFS period. However, as per the Budget Principles report, ***it is recommended that the only exceptions are in respect of:***

- i. **Utility Costs**; for 2023/24 an increase of 20% will be applied (£42k), for 2024/25 a further increase of 10% (£26k) and thereafter budgets to remain at 2024/25 levels.
- ii. **FCC contract**; for 2023/24 a provisional increase of 14% (£610k), based on currently modelled inflation indices. It is possible that this increase may change during January as final inflation indices are agreed with the contractor. If there are any changes, these will be reflected in the final budget that will be presented to Cabinet in February. For 2024/25 and for each year until the end of the current contract the annual increase will be 4.9%.
- iii. **SLM (Everyone Active) contract**; it is expected that the ongoing net cost to the Council will remain as net-nil for the duration of the current contract.

3.10 Over the next few years the Council will be undertaking two significant contracts; namely:

i. **Environmental Services**

- a. **New contract**: The current contract expires at the end of 2024/25. It is expected that when the contract is relet there will be an increase in costs due to prevailing inflationary costs. However as shown in the Budget Principles report, inflationary pressures are generally expected to reduce towards the end of 2023/24. To recognise this risk, ***it is recommended that the inflation rate to be applied will be the average of the inflation indices for the current contract.***
- b. **Environmental Act**: Although the government has not discussed their proposed changes for waste collection for some time it is still expected that there will be a future cost to the Council from these changes that should be reflected in the MTFS. As last year, ***it is recommended that a cost escalator of 5% is added to the general costs of the current environmental services contract for the period 2025/26 onwards.***

- c. **New Depot:** As noted in last year's budget, the Council does not have its own depot. Over the past year considerable work has been undertaken to determine the costs of development more accurately; ***it is now recommended that that the capital programme allocation is increased to £10m.***

ii. Leisure Contract

- a. **New contract:** The current contract expires at the end of 2023/24. It is expected that when the contract is relet that the Council will not receive an income stream. This will be the same as the situation that the Council has followed since the start of the Covid Pandemic.
- b. **Utility costs:** the current Leisure contract requires the contractor to meet all associated utility costs. Following market testing, it is expected that any future contract will not be so favourable and the costs of utilities will have to be met by the Council; subject to a baseline whereby if this is exceeded by 10%, costs will be shared between the Contractor and Council on a 50:50 basis. The current cost of utilities is circa 80% of all premises costs, ***it is therefore recommended that from 2025/26 an annual amount of £188k is included for future leisure utility costs.***

3.11 **General Service Growth;** no "discretionary" service growth has been included that hasn't been discussed elsewhere within the report. However, as a consequence of the 2022 service reviews process, the following unplanned pressures have been included in the budget and ***it is recommended that these are included:***

- i. **Netcall**, this is our Customer Experience Management system which is used to build online services and take online payments; the licence cost being £60k per annum. This was initially considered to be capital, but a review of the contract has now concluded that this is a revenue cost.
- ii. **Iken and Modern.Gov**, it is fair to say that both services have been limping along using archaic and inefficient ICT systems for a number of years; this has been very challenging especially when it is considered that the services themselves are as lean as practicably possible. In respect of:
 - **Legal Services**, it does not have a case management system. It manages its work via a spreadsheet which is horrendously inefficient and almost impossible to manage. The Iken system will solve this issue, the licence cost is £9k per annum, with a one-off implementation cost in the first year of £8k (£17k).

- **Democratic Services**, the existing meeting and governance management system (CMIS) has been in place for in excess of 10 years and would require considerable work to deliver identified efficiency savings within the service. A move to an alternative system (Modern.Gov) is proposed. The Modern.Gov system is a major player in the local government marketplace and is used by all other district councils in Leicestershire, Leicestershire County Council, Leicester City Council and Rutland County Council. A move to Modern.Gov will bring with it some significant efficiency gain including standard report drafting, workflow management, approval prompting and allow for sharing of knowledge and experience between authorities in Leicestershire to assist in development of the system to improve customer service and satisfaction. The Modern.Gov system cost is £14k per annum, an increase of £4k over the current licence cost for CMIS. In the first year there will be an additional £7k (£11k) to meet the cost of implementation.
 - **Both the Iken and Modern.gov systems** will fully integrate with the Councils new system infrastructure and be compliant with the principles within the ICT Strategy (i.e. cloud based).
- iii. **External Audit Fee**, at the [October 2021 meeting of the Audit & Standards Committee](#), like the vast majority of Councils in England, the Council opted into the national appointing person arrangements made by [Public Sector Audit Appointments \(Ltd\)](#) (PSAA). Since October 2021 PSAA has undertaken a national procurement exercise for new auditors and the Councils new auditors from 2023/24 will be Grant Thornton. Sadly, audit fees will be increasing (an additional £48k) to reflect the additional responsibilities resulting from the new governance and value for money responsibilities and higher costs of provision.
- iv. **Leicestershire Revenue and Benefits Partnership (LRBP)**, the Councils contribution will increase due to the consequential impacts of higher pay costs and inflation (£62k).
- v. **2 x Project Management Officers** (£116k), the Council is embarking on a significant capital and revenue development programme; including a new depot, 4, Roman Way, UK Shared Prosperity Fund and Levelling-Up. To deliver this comprehensive programme along with “business as usual”, it is clearly evident that the Council needs additional resources to ensure that the programmes are delivered. It is proposed to recruit two full-time posts on 2-year Fixed Term Contracts, and for these to be funded, initially, from the Transformation Earmarked Reserve. In due course these posts may be financed from capital resources; either as part of the application of Flexible Use of Capital Receipts if the projects generate an ongoing revenue saving or directly from capital as part of the projects

development costs. If it is possible to finance from capital the use of the Transformation Earmarked Reserve will not happen.

vi. **Service Contributions to/from Reserves**

- **Local Elections Contributions to Earmarked Reserves;** each year the Council sets-aside an amount to Earmarked Reserves to meet the cost of its 4-yearly local elections. This reserves adjustment has been made at the year-end, thereby reducing any surplus or increasing any deficit. Best practice is to regularise this practice and establish a budget for this specific contribution.
- **Local Elections 2023/24 and Development of the Local Plan;** 2023/24 will see the Council hold its local elections with an estimated cost of £166k. A new budget line has been established for this expenditure but it will be financed from a direct contribution from Earmarked Reserves. In a similar way, the Council is now starting to incur annual costs relating to the preparation of the next Local Plan (£206k) and during 2023/24 it will start financing this from its Earmarked Reserve.

➤ **Non-Service Funding**

- 3.12 This section of the report addresses those items of funding or budget adjustments that are based on government funding and associated assumptions.
- 3.13 **Business Rates (NDR);** in the December Provisional Settlement the Secretary of State for Levelling-Up, Housing and Communities, has not proposed an increase in the multiplier for 2023/24. However, some modelling has been undertaken to reflect potential growth, and the estimated net business rates after adjustment for the Tax Income Guarantee (TIG) grant for 2023/24 is £4.7m and is shown in **Table 3** below.

Summary of Net Business Rates	Table 3
Council Share of Business Rates	20,124
Estimated Growth	0
less Tariff	(16,400)
HDC Business Rates	3,724
less Levy (paid to Pool)	(962)
less Growth retained in Pool	(922)
	1,840
S.31 Grant and TIG	3,584
100% Renewable Energy Retention	36
Bad Debt Provision	(500)
Estimated Net Business Rates	4,960
Less TIG (held in the CV19 Reserve)	(301)
Estimated Net Business Rates for the Consolidated 2023/24 Budget	4,659

These numbers will be updated for the Final 2023/24 Budget and MTFS when the 2023/24 NDR 1 return is completed in late January. ***It is recommended that £4.7m (£5m less £301k) is included in respect of business rates.***

- 3.14 **New Homes Bonus (NHB)**; in the December Provisional Settlement, a NHB allocation of £1.7m was announced for 2023/24. The government has committed to provide “stability” for the duration of this parliament but no specific commitment has been made on the continuation of NHB for 2024/25.
- 3.15 It is fair to assume that it would be relatively catastrophic for local government if the government was to completely withdraw this funding stream in 2024/25. However, it is likely that there will be some lowering of the amount allocated and this should be reflected in the MTFS. For 2022/23 the national NHB pot was £556m which reduced to £291m for 2023/24 (48%). ***It is recommended that the Cabinet should recognise for:***
- i. ***2024/25 a 35% reduction in NHB for 2024/25 (£1.1m).*** The reduction of only 35% is less than the 2023/24 national reduction in the NHB pot (48%) because it should be recognised that Harborough is a growth area and many developers wish to build here. Therefore the national impact is not likely to be fully felt by the Council.
 - ii. ***2025/26 onwards (post-general election) that no NHB allocation should be made;*** because it is likely that there will be a significant change as part of the national Fair Funding Review.

3.16 **Other Grants.** In the December Provisional Settlement, the following grants were announced. The purpose of these grants is shown below, and it is proposed that these grants are included within General Fund balances:

- i. **Rural Services Grant (£141k);** this is a long-standing grant that recognises the additional pressures associated with providing rural services. Compared to 2022/23 this has increased by £7k. For 2024/25, it is expected that the Council will receive a similar amount to that of 2023/24. ***It is recommended that that for each year of the MTFS that an allocation of £141k is recognised.***
- ii. **Services Grant (£69k);** this grant provides funding to all tiers of local government in recognition of the vital services delivered at every level of local government. Compared to 2022/23 this grant has decreased by £53k. It is not expected that the scheme will be extended for 2024/25. ***It is recommended that that for each year of the MTFS that a nil allocation is recognised.***
- iii. **3% Funding Guarantee (£819k);** this is a new grant created to ensure that every authority has an increase in Core Spending Power of at least 3%. For 2024/25 the current expectation is that there will be some form of guarantee but the HDC allocation is likely to be significantly less; current modelling is indicating £55k (a reduction of £764k compared to 2023/24). ***It is recommended that £55k is recognised for 2024/25, but nil for each year of the MTFS thereafter.***

3.17 **NDR Revaluation & the NDR Reset and Fair Funding Review;** the government has for a while been undertaking a Business Rates Revaluation and reviewing the national local government funding formula (NDR Reset and Fair Funding Review). In respect of the:

- i. **NDR Revaluation** this will take effect from the 1st April,
- ii. **NDR Reset and Fair Funding Review**, this was initially put on hold due to the Coronavirus Pandemic, but it is understood these two initiatives will continue to be on hold for at least the next couple of years whilst the government concentrates on stabilising the economy as a consequence of the current inflation and cost of living crisis. As in previous years, to try and reflect the potential negative impact of the NDR Reset and FFR, ***it is recommended that the Councils budget reflects the following risk adjustments:***

- 2023/24 £ 0
- 2024/25 £ 0
- 2025/26 £ 99k
- 2026/27 £198k
- 2027/28 £297k

➤ **Council Tax Related Issues**

- 3.18 The **Council Tax Base** (CTB) was approved by [Council in December 2022](#). The methodology allows for respective changes in property numbers based on current known properties and planning intelligence in respect of future development. For 2023/24, the approved CTB (Band D equivalent) is 38,251.5 (2022/23, 37,389.4); this is an increase of 862.1 (2.3%). This increase was dampened by an “irrecoverable debt” amount of 2% to reflect the ongoing impacts of the inflationary economy, cost of living crisis and the potential for a recession.
- 3.19 To provide an estimate for future years, ***it is recommended that the future years CTB rates reflect the planned growth rates based on the 5-Year Housing Land Supply***. The estimated growth rates are:
- 2024/25 increase over 2023/24; 2.17%
 - 2025/26 increase over 2024/25; 1.71%
 - 2026/27 increase over 2025/26; 1.72%
 - 2027/28 increase over 2027/28; 1.69%
- 3.20 **Council Tax** (CT); in Decembers Provisional Settlement, it was confirmed that Councils are permitted to increase their Council Tax by the higher of 2.99% or £5 (the referendum limit being 3%). It should be noted that the government, in their funding calculations, do expect every local authority to increase their CT to the maximum allowable. ***It is recommended that the Council should increase its 2023/24 Council Tax by 2.99% and for each year of the MTFS.***

In respect of the 2.99% increase; the 2023/24 CT would increase to £183.29 (2021/22: £177.97, an increase of £5.32) and the additional Tax generated is £357k. However, the following is worth noting:

- i. If CT was increased by £5, the CT would have been £182.97 and generated £345k in additional tax, by increasing by 2.99% the tax gain is £12k.
- ii. If CT was increased by 1%, based on the 2023/24 CT Base, the additional tax equates to £222k.
- iii. If the CT increase was nil and any additional CT income was only generated by the increase in the CT Base, the net tax gain would be £153k.

More detailed commentary is shown below.

Current Year 2022/23		2023/24	2024/25	2025/26	2026/27	2027/28
6,654,192	Council Tax Requirement	7,011,117	7,377,415	7,728,089	8,095,796	8,479,252
37,389.4	- Council Tax Base (No. of Band D Equivalent Properties)	38,251.5	39,081.5	39,751.5	40,434.5	41,119.5
1,033.3	- Increase in Council Tax Base:	862.1	830.0	670.0	683.0	685.0
2.84%	- % Increase in Council Tax Base:	2.99%	2.99%	2.99%	2.99%	2.99%
£ 5.00	- £ Increase per Band D:	£ 5.32	£ 5.48	£ 5.64	£ 5.81	£ 5.99
£ 177.97	- Council Tax Per Band D:	£ 183.29	£ 188.77	£ 194.41	£ 200.22	£ 206.21
2.89%	- % Increase in Band D Council Tax:	2.99%	2.99%	2.99%	2.99%	2.99%
£ 365,677	- £ Increase in total Council Tax Debit:	£ 356,925	£ 366,298	£ 350,674	£ 367,707	£ 383,456
£ 177.97	Options for Council Tax Increase	£ 182.97	£ 188.29	£ 193.77	£ 199.41	£ 205.22
	- if increase at £5, CTax would be:	£ 344,685	£ 347,539	£ 325,233	£ 334,955	£ 342,748
	- if increase at £5, £ increase in total Council Tax Debit compared to last year:	-£ 0.32	-£ 0.48	-£ 0.64	-£ 0.81	-£ 0.99
	- Increase of CTax (proposed increase to £5)	-£ 12,240	-£ 18,759	-£ 25,441	-£ 32,752	-£ 40,708
	- Additional Value of proposed increase to £5	£ 0.32	£ 0.48	£ 0.64	£ 0.81	£ 0.99
£ 1.56	- Increase of CTax (2.99% to £5):	£ 12,240	£ 18,759	£ 25,441	£ 32,752	£ 40,708
£ 58,327	- Additional Value of "higher of 2.99% or £5"					
	Council Tax key comparator information					
62,885	- a 1% increase in Council Tax, based on 2022/23 Base equates to:	£ 66,541	£ 70,112	£ 73,774	£ 77,281	£ 80,958
243,402	- a 1% increase in Council Tax, based on new 2023/24 Base equates to:	£ 221,504	£ 223,764	£ 201,515	£ 211,391	£ 219,480
180,517	- additional Council Tax, based on new 2023/24 Base equates to:	£ 154,963	£ 153,652	£ 127,741	£ 134,110	£ 138,522
	Council Tax at Nil Increase, only reflecting increase in new years Base	£ 153,427	£ 152,131	£ 126,476	£ 132,782	£ 137,150
	- additional Council Tax based on proposed increase and a Nil increase in base:	£ 203,498	£ 214,167	£ 224,198	£ 234,925	£ 246,306

3.21 Collection Fund Surplus/(Deficit) (CFSD); the Collection Fund is the statutory account through which CT and NDR income is held and from which payments to preceptors of their respective shares are accounted for. For budget setting purposes, the Council is required to estimate a projected surplus or deficit for both CT and NDR for the forthcoming year end and to share this with preceptors; this:

- enables the preceptors to bring their share of any surplus or deficit into their budget setting process,
- must be shared by the end of January.

3.22 As with the past couple of years, the forecast outturns for CT and NDR have been particularly unpredictable because of the varying industry impacts of the CV19 crisis continuing to come through the collection fund. Consequently, for the Draft 2023/24 Budget and MTFS; "provisional" estimates are included.

It is recommended that Cabinet approves the "provisional" estimate for the Collection Fund Surplus/(Deficit) for the Draft 2023/24 Budget and MTFS (2024/25 to 2027/28). In this respect, the summarised amounts to be included for Collection Fund (Surplus)/Deficit amounts to be included in the Draft 2023/24 Budget and MTFS are shown below, with more detailed explanation in 3.28:

- ***2023/24, a net surplus of £0.7m [3.2.3 (i) and (ii)].***
- ***2024/25 and thereafter, a net deficit position of £213k (this being based on the deficits faced by the Council in the 4-years prior to the CV19 pandemic).***

3.23 Detailed explanations in respect of the above are shown below:

- i. **Council Tax**; currently, there is a forecast “CT” surplus of £4.1m, of which the Councils share is **£475k**. This is because when the Council set its CT Base for 2022/23, it took a very prudent position in anticipation of the impact of CV19. However, the district has actually seen considerable housing growth, so this “pent-up” benefit is now recognised in the surplus position.
- ii. **Non-Domestic Rates**; for 2022/23 the Council is forecasting a net NDR surplus of £572k, of which the council’s share is **£229k**. This is a vastly improved position, being circa £2m better than originally anticipated as a consequence of the council being able to release some of its provision for appeals that was prudently held in anticipation of potential Pandemic business revaluations that have not occurred.
- iii. To add to the complexities for this year's budget setting, the 2020/21 collection fund deficit was allowed, as part of the CV19 government support, to be spread over a three-year period, with the 2020/21 NDR collection fund deficit being recovered in 2021/22, 2022/23 and 2023/24. The figure for 2022/23 relating to this is £804k. This is partly funded from the TIG that was accrued for in 2020/21 and is being released from reserves in 2023/24 (**£301k**).

3.24 As noted at 3.22 the Draft 2023/24 Budget and MTFS will include “provisional” Collection Fund forecasts. During January, the Final Projected 2022/23 Surplus/(Deficit) will be evaluated which will be based on the latest CT and NDR collection information available; this will be:

- i. reported to Cabinet in February as part of the Final 2023/24 Budget and MTFS, and
- ii. as this must be shared with Preceptors by the statutory deadline of the end of January;

It is recommended that Cabinet delegates authority to the Director of Resources, following consultation with the Portfolio Holder for Finance & Assets, to distribute the “Final” Forecast 2022/23 Collection Fund Surplus/(Deficit) to respective Preceptors by the statutory deadline.

DRAFT BUDGET 2023/24 AND MEDIUM-TERM FINANCIAL STRATEGY 2024/25 TO 2027/28

3.25 The Councils Consolidated Draft Budget 2023/24 and MTFS (2024/25 to 2027/28) is summarised in **Table 4** below with the detailed budget and MTFS being shown at **Appendix 1** and the detailed service budgets being shown at

Appendix 2. After reflecting the various budget changes in paragraphs 3.3 to 3.24 there is no forecast negative budget gap for 2023/24 or 2024/25. However, a £1.1m gap appears in 2025/26 and increases to £1.7m by 2027/28. The main reasons for this gap are a combination of future years pay award, consequences of the current high inflationary environment, significant changes in customer and resident demand, additional costs relating to the Waste/Environment contract and the expectation of a future deficit on the collection fund.

Summary Consolidated Budget 2023/24 & MTFS (2024/25 to 2027/28) (Final Budget & MTFS to be approved February 2021)							Table 4	
	2022/23			2023/24	2024/25	2025/26	2026/27	2027/28
	Original Budget £000	In-Year Changes £000	Updated Budget £000	£000	£000		£000	£000
Net Cost of Services	11,064	460	11,524	12,046	12,463	13,372	14,217	14,539
Capital Financing	506	0	506	424	437	509	539	564
Net Expenditure	11,570	460	12,030	12,470	12,900	13,881	14,756	15,103
Reserves Contributions to Support Services	0	0	0	3,383	852	(1,098)	(1,674)	(1,705)
Other Net Reserves Contributions	1,428	(460)	968	(790)	(322)	(206)	(206)	(206)
Total Reserve Contributions	1,428	(460)	968	2,593	530	(1,304)	(1,880)	(1,911)
Budget Requirement	12,998	0	12,998	15,063	13,430	12,577	12,876	13,192
Total Grant	(6,344)	0	(6,344)	(8,052)	(6,052)	(4,849)	(4,781)	(4,712)
Council Tax Requirement	6,654	0	6,654	7,011	7,378	7,728	8,095	8,480

3.26 ***It is recommended that Cabinet approves the Draft Budget 2023/24 and MTFS (2024/25 to 2027/28) shown at Table 4 (Appendix 1) and the detailed service budgets at Appendix 2.***

Members should note that:

- **Appendix 2** provides budget information to “cost centre” level, and
- this is the most granular information that can be provided to ensure that personal and commercial sensitivity is maintained.

RESERVES

3.27 In December 2022, Cabinet approved an updated version of the Reserves Strategy as part of the Budget Principles report; the Strategy includes:

- A General Fund (Unallocated) Reserve; which has a minimum level of reserves set at 20% of net expenditure (Service Expenditure & Minimum Revenue Provision).
- The establishment of a series of earmarked reserves based on strategic groupings. The current strategic reserve groupings support:
 - financial sustainability; a Budget Surplus Reserve that demonstrates throughout the year whether the Council needs more or less reserve allocations.
 - the delivery of services by managing known risks and commitments. These reserves include a CV19 Internal Recovery

Reserve; Projects, Risks & Smoothing Reserve; Capital & Contract Reserve; Transformation Reserve and a Strategic Collaboration Reserve.

- the delivery of community ambition and community investment. These reserves include a Community, Economic & Infrastructure Reserve and a Commercial Investment Reserve.

3.28 These reserves allocations will be considered formally by Council in February when the Final 2023/24 Budget and MTFS (2024/25 to 2027/28) is approved. However, at this time is it opportune to consider the Reserves impact of the Draft 2023/24 Budget and MTFS and **Table 5** summaries the estimated impact on the Councils General Fund and Earmarked Reserves over the life of the MTFS (a detailed analysis of Reserves is shown at **Appendix 4**). For the Draft 2023/24 Budget, the current 2022/23 Q2 forecast overspend has been reflected in the net brought forward balances.

3.29 ***It is recommended that the reserves allocations noted within Table 5 are accepted.***

Summary General Fund + Budget Surplus/Other Earmarked Reserves (Final Budget & MTFS to be approved February 2023)						Table 5	
		2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
		Forecast Outturn Q2 2021/22 0	£000	£000	£000	£000	£000
General Fund (Unallocated Reserve)	b/f	2,361	2,568	2,494	2,580	2,776	2,951
	Cont from/(to) Services	(810)	3,383	852	(1,098)	(1,674)	(1,705)
	Cont from/(to) Budget Surplus Reserve	1,017	(3,457)	(766)	1,295	1,849	1,774
	c/f	2,568	2,494	2,580	2,777	2,951	3,020
Reserve > 20% Minimum Level of Reserves Threshold		Balanced	Balanced	Balanced	Balanced	Balanced	Balanced
Earmarked Reserves							
Budget Surplus Reserve	b/f	0	0	0	0	0	0
	Cont from/(to) Services	0	0	0	0	0	0
	Cont from/(to) General Fund	(1,017)	3,457	766	(1,295)	(1,849)	(1,774)
	Cont from/(to) Specific Earmarked Reserves	1,017	(3,457)	(766)	1,295	1,849	1,774
	c/f	0	0	0	0	0	0
Reserve: Balanced/Unbalanced		Balanced	Balanced	Balanced	Balanced	Balanced	Balanced
Specific Earmarked Reserves							
CV19 Internal Recovery	b/f	4,171	301	0	0	0	0
	Cont from/(to) Services	(4,935)	0	0	0	0	0
	Cont from/(to) Funding etc	(733)	(301)	0	0	0	0
	Cont from/(to) Community, Economic & Infrastructure	1,798	0	0	0	0	0
	c/f	301	0	0	0	0	0
Projects, Risk & Smoothing	b/f	1,051	2,686	2,631	2,742	2,853	2,964
	Cont from/(to) Services	300	(55)	111	111	111	111
	Cont from/(to) Funding etc	2,278	0	0	0	0	0
	Cont from/(to) Budget Surplus Reserve	(1,017)	0	0	0	0	0
	Cont from/(to) Specific Earmarked Reserves	75	0	0	0	0	0
c/f	2,687	2,631	2,742	2,853	2,964	3,075	
Capital & Contract	b/f	1,888	1,427	2,427	2,427	2,427	2,427
	Cont from/(to) Services	(461)	0	0	0	0	0
	Cont from/(to) Specific Earmarked Reserves	0	1,000	0	0	0	0
	c/f	1,427	2,427	2,427	2,427	2,427	2,427
Transformation	b/f	1,837	837	1,000	1,000	1,000	1,000
	Cont from/(to) Services	0	(116)	(116)	0	0	0
	Cont from/(to) Specific Earmarked Reserves	(1,000)	279	116	0	0	0
	c/f	837	1,000	1,000	1,000	1,000	1,000
Financial Sustainability	b/f	0	0	3,457	4,223	2,929	1,080
	Cont from/(to) Budget Surplus Reserve	0	3,457	766	(1,295)	(1,849)	(1,080)
	c/f	0	3,457	4,223	2,928	1,080	0
Community, Economic & infrastructure	b/f	1,447	1,000	1,000	1,000	1,000	1,000
	Cont from/(to) Specific Earmarked Reserves	(447)	0	0	0	0	(347)
	c/f	1,000	1,000	1,000	1,000	1,000	653
Commercial investment	b/f	2,934	2,508	1,229	1,113	1,113	1,113
	Cont from/(to) Specific Earmarked Reserves	(426)	(1,279)	(116)	0	0	(347)
	c/f	2,508	1,229	1,113	1,113	1,113	766
Total Reserves							
Total Reserves	b/f	15,689	11,327	14,238	15,085	14,098	12,535
	In-year movements	(4,361)	3,027	963	(987)	(1,563)	(1,594)
	c/f	11,328	14,238	15,085	14,098	12,535	10,941

Reflections on the “Revenue” Draft 2023/24 Budget and MTFS and its impact on Reserves

3.30 In respect of:

- i. the **General Fund**; for 2023/24 and each year of the MTFS the Council maintains a minimum level of “unallocated” General Fund reserves at 20% of Net Expenditure. This demonstrates financial resilience over the medium-term in that the Council considers it has sufficient “emergency” funding to support its community. However, it should be noted that to the maintain services over the MTFS period, it is required to set-aside surplus funds in the first two years (£4.2m) to be drawn-down against to contribute to the unfunded gap in the last three years (which totals £4.5m). If the Council wished to use these surplus funds to fund capital projects; this would mean that the Council would have to cut services,

generate more income (likely to be well above inflation increases) or delivering services via alternative means (sharing services with others).

- ii. the **Budget Surplus Reserve**; members will note that for 2023/24 and each year of the MTFS, a positive balance is maintained which demonstrates that the Council is effectively managing its reserves and maintains a positive reserves position.

However, to maintain this positive reserve position, it is necessary for the Budget Surplus Reserve to be supported by £616k of contributions from the Community, Economic & Infrastructure and Commercial Investments Earmarked Reserves.

- iii. **Earmarked Reserves**; the Council maintains significant reserves to meet its operational risks, provide funds to support community investment and meet its future funding gap.

3.31 What must not be forgotten however is that this proposed MTFS maintains services at current levels and contains only limited investment. To maintain this “stand-still budget”, it is essential that:

- services achieve the previously approved and new savings proposals.
- current inflationary pressures are only a short-term economic issue. If they become a more sustained economic driver, then this will erode the Councils spending power and consequently the delivery capacity of the Council.
- agreed service transformation is delivered i.e. savings related to the TOM, ICT and Customer Services Transformation.

If the ambition of the Council is to “invest” in its services, it is essential that it explores and delivers alternative and innovative ways to deliver; including collaborative working. If the macro and micro economic climate does not improve, it will be very challenging for the Council to investment in its local community.

Capital Programme

3.32 The Draft Capital Programme for the period 2023/24 to 2027/28 totals £26.3m and is shown at **Appendix 5**; these tables show the:

- Draft Capital Programme for 2023/24 through to 2027/28, and
- How the Capital Programme is to be financed.

3.33 The 2023/24 Capital Programme is summarised into two categories:

- Existing Schemes, which total £18m.
- Proposed Schemes, which total £8.3m,
 - non-invest to save, which total £8.1m.
 - invest to save, which total £254k.

3.34 The capital programme is quite broad and reaches across most Council services; it includes items in respect of Elections, Democracy, The Symington Building (TSB), Housing and Amenities. However, it also includes provisional amounts in respect of:

- **New Depot;** last year Council approved a capital allocation of £5m. Over the past year the Council has worked with partners who have recently undertaken similar projects and it is now considered that a new depot will be closer to £10m; so for the 2023/24 capital programme a further £5m allocation has been included.
- **Housing;** improvement works are needed at the existing Ploughman's Yard flats in respect of damp (estimated at £50k). Further, with the significant increases in inflation, the costs of Roman Way are estimated to have increased by 20% (£136k); considering the revenue saving that will be generated from the project it is considered that it should still go ahead but the Council should accept that the payback will be extended.
- **Various Mechanical and Electrical Works;** provision needs to be made for the replacement of obsolescent equipment at both the TSB and the Harborough Innovation Centre (£350k). For both, the main works will take place towards the end of the MTFS period.
- **TSB;** in addition to the Mechanical and Electrical Works; significant works are needed in respect of efficiency of the TSB's "Crittall" windows. Because of the buildings protected status, the Council needs to consider a scheme of secondary glazing and the £150k allocation is a start of that programme. Further, the TSB has a generator in respect of Business Continuity. However, the current generators capacity is to maintain services for a few hours; a replacement generator is needed to ensure that the Council can operate for an extended period of a few days (£95k).
- **Market Hall Redevelopment;** as part of the Councils Levelling Up Bid (LUF) it included a significant investment in the Market Hall. This project has been included in the capital programme in case the Councils LUF Bid is successful, and it can mobilise quickly. If the bid is not successful these works will not take place.

3.35 All capital proposals have been subject to internal officer scrutiny.

3.36 As noted elsewhere within this report, the Council is facing considerable inflationary pressure, and this is particularly true in respect of the capital programme. In these challenging times it is possible that increases in costs could cause unnecessary delay in the development of capital projects due to required increases in budgetary provision. To avoid this and to keep capital projects on their timeline, the following delegation is proposed:

“Where it is apparent that a capital project will exceed its capital programme allocation due to inflationary pressures; the Director, Resources, following consultation with the Portfolio Holder for Finance & Assets is authorised to exceed the capital programme allocation providing:

- a. It can be clearly demonstrated that the increase in cost is due to project inflationary pressures.
- b. It can be clearly demonstrated that value engineering has been undertaken to establish the minimisation of costs.
- c. Where cost increases cannot be avoided, approval is given to an increase in the project cost providing the additional capital cost can be financed from:
 - i) unallocated capital receipts, or
 - ii) where other capital projects have not started (slippage) and can have their financing diverted to fund the potential overspend.

The use of this delegation will be reported in the next Quarterly monitoring report.”

- 3.37 ***It is recommended that Cabinet approves the capital programme and sources of finance noted in Appendix 5, and the proposed delegation at 3.36.***

BUDGET CONCLUSION

- 3.38 In conclusion, for the Council to

- meet its financial commitments and risks,
- ensure it can undertake the service transformation needed to deliver financial sustainability and resilience, including where possible collaboration with partners, and
- deliver sound economic and community investment opportunities that will provide long-term secure income;

it is necessary that the Council continues its programme of transformation and continuous improvement.

4. Implications of Decisions

4.1. Corporate Priorities

The contents of this report supports the Council in the delivery of the Corporate Plan and its agreed priorities.

4.2. Financial

The 2023/24 budget and MTFs is balanced for the next two years and then requires funding thereafter; this will be achieved by setting-aside surpluses

from 2023/24 ad 2024/25 into a new Financial Sustainability Earmarked Reserve.

The Capital Programme is duly financed in its entirety and includes a number of proposals that will seek to minimize medium term risks relating to asset obsolesce and revenue service risks.

It should be noted that the budget does include a £280k saving in respect of the TOM efficiency programme. Council has chosen to not proceed with the Strategic Partnership with Melton Borough Council; this would have been the best means of addressing this pressure. For the time being this “unachieved saving” will be met from reserves; however, it is expected that this pressure will be closed over 2023/24 to ensure that future Council Tax payers do not continue to carry-burden.

4.3. **Legal**

This report supports the Chief Financial Officer in meeting his statutory responsibilities in respect of the proper administration of the Councils financial affairs [s.151 of the Local Government Act 1972].

4.4. **Policy**

No policy issues arise directly from this report other than this budget and MTFS seeks to allocate resources to meet policy objectives and expected outcomes.

4.5. **Environmental Implications including contributions to achieving a net zero carbon Council by 2030**

There are no direct environment implications arising from this report.

4.6. **Risk Management**

Main implications: The budget proposals are subject to a risk assessment in their formulation and subsequent delivery. An overall assessment of the risks in the budget proposals will be undertaken by the S151 Officer and will form part of the report to Cabinet on in February 2023 and Council later in February 2023

4.7 **Equalities Impact**

The equality implications arising from this budget, including savings programmes, have been addressed through each of those individual reviews.

4.8 **Data Protection**

There are no direct data protection implications arising from this report.

5. **Summary of Consultation and Outcome**

Consultation has been undertaken with Cabinet and in due course with the Scrutiny Panel (Performance). Further, the statutory consultation in respect of Business Rates will take place between the January and February Cabinet meetings.

6. **Alternative Options Considered**
Not applicable.
7. **Background papers**
DHLUC Provisional Settlement.
Services budget working papers.

Consolidated Final Budget 2023/24 & MTFs (2024/25 to 2027/28)										
Current Year				Key		2023/24	2024/25	2025/26	2026/27	2027/28
Approved Budget	Budget Changes (Prior Year Changes, In-Year Virements etc)	Updated Budget	Forecast Outturn Q2 2022/23	CV19 = Covid 19 ER = Earmarked Reserve CIR = Commercial Investment Reserve PR&S = Projects, Risk & Smoothing CE&I = Community, Economic & Infrastructure NDR = Non-Domestic Rates		Draft Budget	Draft Budget	Draft Budget	Draft Budget	Draft Budget
£	£	£	£			£	£	£	£	£
2,352,596	136,800	2,489,396	2,331,358	Finance		1,905,967	2,053,109	2,040,758	2,088,758	2,088,758
4,989,221	65,000	5,054,221	5,149,575	Planning, Environment & Waste		5,176,165	5,145,165	5,145,165	5,145,165	5,145,165
1,302,237	(9,010)	1,293,227	1,218,488	Wellbeing, Communities & Housing		1,019,032	979,032	979,032	979,032	979,032
670,423	156,568	826,991	740,516	Strategy (aka Planning & Regeneration)		647,344	635,063	675,063	675,063	675,063
2,065,622	111,310	2,176,932	2,896,281	Corporate & Regulatory Services		2,651,511	2,405,440	2,300,597	2,284,936	2,284,936
(316,273)	0	(316,273)	81,727	Contingency (including Pay/Services/FCC Inflation)		645,511	1,245,107	2,231,742	3,044,205	3,365,578
11,063,826	460,668	11,524,494	12,417,945	Net Direct Cost of Services		12,045,530	12,462,916	13,372,357	14,217,159	14,538,532
505,963	0	505,963	422,765	Capital Financing		424,187	436,740	509,345	539,363	563,711
11,569,789	460,668	12,030,457	12,840,710	Net Expenditure		12,469,717	12,899,656	13,881,702	14,756,522	15,102,243
				Cont to/(from) Reserves (amts in squ brackets=reason for movement)						
0	0	0	0	General Reserves	- General Fund Balance "Planned" contributions to	0	0	0	0	0
0	0	0	0		- General Fund Balance "Planned" contributions (from)	0	0	0	0	0
0	0	0	(810,253)		- General Fund Balance "Unplanned" contributions (from)	3,383,067	852,133	(1,098,121)	(1,674,111)	(1,705,072)
0	0	0	0		- General Fund Balance "Unplanned" contributions to	0	0	0	0	0
0	0	0	0		- General Fund Balance "Unplanned" contributions (from)	0	0	0	0	0
0	(460,668)	(460,668)	(460,668)	Earmarked Reserves	- Earmarked Reserve: C&CR from (revenue and grant carry forwards)	0	0	0	0	0
2,278,047	0	2,278,047	2,278,047		- Earmarked Reserve: PRC(to) [NHB+s.31 surplus] - to Collection Fund Equalisation Reserve	0	0	0	0	0
0	0	0	0		- Earmarked Reserve: PRS (from) - Conds for Local Elections, Local Plan	(372,000)	(206,000)	(206,000)	(206,000)	(206,000)
0	0	0	0		- Earmarked Reserve: CV19 (from) - 3rd Year TIG	(301,437)	0	0	0	0
0	0	0	0		- Earmarked Reserve: Transformation Reserve	(116,110)	(116,110)	0	0	0
(117,000)	0	(117,000)	(117,000)		- Earmarked Reserve: CV19 (from) (cont towards Interest & Investment Income)	0	0	0	0	0
(733,000)	0	(733,000)	(733,000)		- Earmarked Reserve: CV19 Support (to) [CF Surplus]	0	0	0	0	0
0	0	0	0		- Earmarked Reserve: CE&I (to) [CR Surplus]	0	0	0	0	0
12,997,836	0	12,997,836	12,997,836		Budget Requirement	15,063,237	13,429,678	12,577,581	12,876,411	13,191,171
(9,226,535)	0	(9,226,535)	(9,226,535)	NDR Revenue Support Grant Other General Fund Grants Fair Funding Review Adj New Homes Bonus - 2022/23 New Homes Bonus - 2022/23 [Legacy] New Homes Bonus - 23.24 New Homes Bonus - 24.25 Services Grant (New Grant) -> to base 3% Funding Guarantee Lower Tier Services Grant 2022.23 -> to base Collection Fund (Surplus)/Deficit		(4,659,413)	(4,990,615)	(5,020,559)	(5,050,682)	(5,080,986)
0	0	0	0			0	0	0	0	0
(134,301)	0	(134,301)	(134,301)			(140,933)	(140,933)	(140,933)	(140,933)	(140,933)
0	0	0	0			0	0	99,000	198,000	297,000
(1,775,697)	0	(1,775,697)	(1,775,697)			0	0	0	0	0
(556,656)	0	(556,656)	(556,656)			0	0	0	0	0
0	0	0	0			(1,659,562)	0	0	0	0
0	0	0	0			0	(1,078,715)	0	0	0
(122,059)	0	(122,059)	(122,059)			(68,778)	0	0	0	0
0	0	0	0			(819,182)	(55,000)	0	0	0
(79,423)	0	(79,423)	(79,423)			0	0	0	0	0
5,551,027	0	5,551,027	5,551,027			(704,252)	213,000	213,000	213,000	213,000
(6,343,644)	0	(6,343,644)	(6,343,644)		Total Grant	(8,052,120)	(6,052,263)	(4,849,492)	(4,780,615)	(4,711,919)
6,654,192	0	6,654,192	6,654,192		Council Tax Requirement	7,011,117	7,377,415	7,728,089	8,095,796	8,479,252

Appendix 2

DETAILED BUDGET PAPERS 2022/23 - Finance																		
				NEW BUDGET: 2023/24														
			BC 25 (Tranche)	Previous Years Growth/ Savings			Base Budget	Growth/Savings etc								Budget for Year	Variance to Budget	
Cost Centre	Cost Centre Description	Service		2021/22 Budget Setting	2022/23 Budget Setting	Service Requested Budget Changes		Underacheivemen t of savings	Normal operationa l delivery	Unplanned pressures	TOM	Permanent virements	Other payroll changes, fte etc	1.25% National insurance reversal	2023/24 Scale point increment			2022/23 payroll award of £1925 per fte
				£	£	£	£	£	£	£	£	£	£	£	£	£	£	
10025	Accountancy Services	Finance	3	0	10,000	0	450,361	0	0	0	13,480		(9,250)	(4,126)	5,665	13,861	469,991	19,630
10029	Payroll	Finance	3	0	0	0	22,500	0	0	0	0	0	0	0	0	0	22,500	0
10030	Insurance	Finance	3	0	0	0	216,800	0	0	0	0	0	0	0	0	0	216,800	0
10048	Treasury Management	Finance	3	0	0	0	9,500	0	0	0	0	0	0	0	0	0	9,500	0
10050	Interest & Investment Income	Finance	3	(20,000)	0	0	(420,000)	0	(387,000)	0	0	0	0	0	0	0	(807,000)	(387,000)
10052	Non Distributed Costs	Finance	3	0	0	0	58,000	0	0	0	0	0	0	0	0	0	58,000	0
10053	Corporate Managmnt (Resources)	Finance	3	0	0	0	52,000	0	0	0	0	0	0	0	0	0	52,000	0
10301	The Symington Building	Facilities Mgmt - Public Realm	3	0	0	0	12,993	0	(7,000)	0	0	0	8,436	(384)	0	3,368	17,413	4,420
10524	Pension Scheme	Finance	3	0	0	0	72,500	0	0	0	0	0	0	0	0	0	72,500	0
10027	Internal Audit	CO (151), Assets, Internal Audit, GoS	2	0	0	0	63,200	0	0	0	0	0	0	0	0	0	63,200	0
10202	Doddridge Road Offices	CO (151), Assets, Internal Audit, GoS	2	0	0	0	(6,700)	0	0	0	0	0	0	0	0	0	(6,700)	0
10235	Corporate Asset Management	CO (151), Assets, Internal Audit, GoS	3	0	(50,000)	0	192,305	50,000	0	0	0	0	14,837	(2,503)	1,886	8,856	265,381	73,076
10307	Grow On Space	CO (151), Assets, Internal Audit, GoS	2	0	(121,100)	129,740	105,000	(58,571)	67,000	0	0	0	(4,284)			0	109,145	4,145
10031	It Services	ICT	2	0	(62,000)	0	553,530	0	(33,900)	0	12,005		5,692	(3,388)	5,052	15,404	554,395	865
10036	Telephony	ICT	2	0	0	0	25,800	0	0	0	0	0	0	0	0	0	25,800	0
10040	Revenues & Benefits	Revs & Bens	3	0	0	0	1,131,832	0	0	31,568	0	30,800	0	0	0	0	1,194,200	62,368
10042	Non Domestic Rates	Revs & Bens	3	0	0	0	(165,900)	0	0	0	0	(10,100)	0	0	0	0	(176,000)	(10,100)
10044	Council Tax Collection Costs	Revs & Bens	3	0	0	0	(105,000)	0	0	0	0	(13,900)	4,763	(1,729)	508	10,358	(105,000)	0
10046	Benefits	Revs & Bens	3	0	0	0	30	0	0	0	0	(16,120)	4,261	(2,058)	1,135	12,842	90	60
10187	Housing Benefits	Revs & Bens	3	0	0	0	(109,300)	0	0	0	0	10,100	0	0	0	0	(99,200)	10,100
10263	Discretionary Discount Scheme	Revs & Bens	3	0	0	0	20,000	0	0	0	0	0	0	0	0	0	20,000	0
10264	Council Tax Support Scheme	Revs & Bens	3	0	0	0	(52,000)	0	0	0	0	0	0	0	0	0	(52,000)	0
10308	Revenue And Benefits Support	Revs & Bens	3	0	0	0	10	0	0	0	0	(600)	(15,281)	(2,793)	4,528	14,266	130	120
10169	Energy Management	Facilities Mgmt - Public Realm	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
10196	Garages	Facilities Mgmt - Public Realm	2	0	0	0	500	0	0	0	0	0	0	0	0	0	500	0
10203	Off-Site Storage (Incl Decant)	Facilities Mgmt - Public Realm	2	0	0	0	3,200	0	0	0	0	0	0	0	0	0	3,200	0
10229	Commissioning Services	CCTV, Control Centre	3	0	0	0	86,340	0	0	0	(35,729)	0	1,439	0	0	0	52,050	(34,290)
10248	Harborough Innovation Cntr Hdc	HIC	2	0	(50,090)	0	(28,355)	0	(36,000)	0	0	0	2,317	(1,527)	631	8,006	(54,928)	(26,573)
10280	Hdcs Trading Account	Chief Executives	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Total			(20,000)	(273,190)	129,740	2,189,146	(8,571)	(396,900)	31,568	(10,244)	180	12,930	(18,508)	19,405	86,961	1,905,967	(283,179)

DETAILED BUDGET PAPERS 2022/23 - Finance																															
Cost Centre				Cost Centre Description	Service	BC 25 (Tranche)	MTFS YEAR 1: 2024/25						MTFS YEAR 2: 2025/26						MTFS YEAR 3: 2026/27						MTFS YEAR 4: 2027/28						
							Previous Years Growth/ Savings			Base Budget	Normal operation al delivery	Budget for Year	Variance to Budget	Previous Years Growth/ Savings		Base Budget	Normal operation al delivery	Budget for Year	Variance to Budget	Previous Years Growth/ Savings		Base Budget	Normal operation al delivery	Budget for Year	Variance to Budget	Previous Years Growth/ Savings		Base Budget	Budget for Year	Variance to Budget	
							2021/22 Budget Setting	2022/23 Budget Setting	Service Requested Budget Changes					2021/22 Budget Setting	2022/23 Budget Setting					2021/22 Budget Setting	2022/23 Budget Setting					2021/22 Budget Setting	2022/23 Budget Setting				2021/22 Budget Setting
▼		▼	▼	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£			
10025	Accountancy Services	Finance	3	0	0	0	469,991	0	469,991	0	0	0	469,991	0	469,991	0	0	0	469,991	0	469,991	0	0	0	469,991	0	469,991	0			
10029	Payroll	Finance	3	0	0	0	22,500	0	22,500	0	0	0	22,500	0	22,500	0	0	0	22,500	0	22,500	0	0	0	22,500	0	22,500	0			
10030	Insurance	Finance	3	0	0	0	216,800	0	216,800	0	0	0	216,800	0	216,800	0	0	0	216,800	0	216,800	0	0	0	216,800	0	216,800	0			
10048	Treasury Management	Finance	3	0	0	0	9,500	0	9,500	0	0	0	9,500	0	9,500	0	0	0	9,500	0	9,500	0	0	0	9,500	0	9,500	0			
10050	Interest & Investment Income	Finance	3	(21,000)	0	0	(828,000)	299,000	(529,000)	299,000	0	0	(529,000)	41,000	(488,000)	41,000	0	0	(488,000)	48,000	(440,000)	48,000	0	0	(440,000)	(440,000)	0				
10052	Non Distributed Costs	Finance	3	0	0	0	58,000	0	58,000	0	0	0	58,000	0	58,000	0	0	0	58,000	0	58,000	0	0	0	58,000	0	58,000	0			
10053	Corporate Managmnt (Resources)	Finance	3	0	0	0	52,000	(25,000)	27,000	(25,000)	0	0	27,000	0	27,000	0	0	0	27,000	0	27,000	0	0	0	27,000	0	27,000	0			
10301	The Symington Building	Facilities Mgmt - Public Realm	3	0	0	0	17,413	0	17,413	0	0	0	17,413	0	17,413	0	0	0	17,413	0	17,413	0	0	0	17,413	0	17,413	0			
10524	Pension Scheme	Finance	3	0	0	0	72,500	0	72,500	0	0	0	72,500	0	72,500	0	0	0	72,500	0	72,500	0	0	0	72,500	0	72,500	0			
10027	Internal Audit	CO (151), Assets, Internal Audit, GoS	2	0	0	0	63,200	0	63,200	0	0	0	63,200	0	63,200	0	0	0	63,200	0	63,200	0	0	0	63,200	0	63,200	0			
10202	Doddridge Road Offices	CO (151), Assets, Internal Audit, GoS	2	0	0	0	(6,700)	0	(6,700)	0	0	0	(6,700)	0	(6,700)	0	0	0	(6,700)	0	(6,700)	0	0	0	(6,700)	0	(6,700)	0			
10235	Corporate Asset Management	CO (151), Assets, Internal Audit, GoS	3	0	0	0	265,381	0	265,381	0	0	0	265,381	0	265,381	0	0	0	265,381	0	265,381	0	0	0	265,381	0	265,381	0			
10307	Grow On Space	CO (151), Assets, Internal Audit, GoS	2	0	(73,971)	73,971	109,145	(62,934)	46,211	(62,934)	0	0	46,211	(38,996)	7,215	(38,996)	0	0	7,215	0	7,215	0	0	0	7,215	0	7,215	0			
10031	It Services	ICT	2	0	0	0	554,395	0	554,395	0	0	0	554,395	0	554,395	0	0	0	554,395	0	554,395	0	0	0	554,395	0	554,395	0			
10036	Telephony	ICT	2	0	0	0	25,800	0	25,800	0	0	0	25,800	0	25,800	0	0	0	25,800	0	25,800	0	0	0	25,800	0	25,800	0			
10040	Revenues & Benefits	Revs & Bens	3	0	0	0	1,194,200	0	1,194,200	0	0	0	1,194,200	0	1,194,200	0	0	0	1,194,200	0	1,194,200	0	0	0	1,194,200	0	1,194,200	0			
10042	Non Domestic Rates	Revs & Bens	3	0	0	0	(176,000)	0	(176,000)	0	0	0	(176,000)	0	(176,000)	0	0	0	(176,000)	0	(176,000)	0	0	0	(176,000)	0	(176,000)	0			
10044	Council Tax Collection Costs	Revs & Bens	3	0	0	0	(105,000)	0	(105,000)	0	0	0	(105,000)	0	(105,000)	0	0	0	(105,000)	0	(105,000)	0	0	0	(105,000)	0	(105,000)	0			
10046	Benefits	Revs & Bens	3	0	0	0	90	0	90	0	0	0	90	0	90	0	0	0	90	0	90	0	0	0	90	0	90	0			
10187	Housing Benefits	Revs & Bens	3	0	0	0	(99,200)	0	(99,200)	0	0	0	(99,200)	0	(99,200)	0	0	0	(99,200)	0	(99,200)	0	0	0	(99,200)	0	(99,200)	0			
10263	Discretionary Discount Scheme	Revs & Bens	3	0	0	0	20,000	0	20,000	0	0	0	20,000	0	20,000	0	0	0	20,000	0	20,000	0	0	0	20,000	0	20,000	0			
10264	Council Tax Support Scheme	Revs & Bens	3	0	0	0	(52,000)	0	(52,000)	0	0	0	(52,000)	0	(52,000)	0	0	0	(52,000)	0	(52,000)	0	0	0	(52,000)	0	(52,000)	0			
10308	Revenue And Benefits Support	Revs & Bens	3	0	0	0	130	0	130	0	0	0	130	0	130	0	0	0	130	0	130	0	0	0	130	0	130	0			
10169	Energy Management	Facilities Mgmt - Public Realm	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
10196	Garages	Facilities Mgmt - Public Realm	2	0	0	0	500	0	500	0	0	0	500	0	500	0	0	0	500	0	500	0	0	0	500	0	500	0			
10203	Off-Site Storage (Incl Decant)	Facilities Mgmt - Public Realm	2	0	0	0	3,200	0	3,200	0	0	0	3,200	0	3,200	0	0	0	3,200	0	3,200	0	0	0	3,200	0	3,200	0			
10229	Commissioning Services	CCTV, Control Centre	3	0	0	0	52,050	0	52,050	0	0	0	52,050	0	52,050	0	0	0	52,050	0	52,050	0	0	0	52,050	0	52,050	0			
10248	Harborough Innovation Cntr Hdc	HIC	2	0	(83,762)	83,762	(54,928)	(42,924)	(97,852)	(42,924)	0	0	(97,852)	(14,355)	(112,207)	(14,355)	0	0	(112,207)	0	(112,207)	0	0	0	(112,207)	0	(112,207)	0			
10280	Hdcs Trading Account	Chief Executives	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
	Total				(21,000)	(157,733)	157,733	1,884,967	168,142	2,053,109	168,142	0	0	2,053,109	(12,351)	2,040,758	(12,351)	0	2,040,758	48,000	2,088,758	48,000	0	2,088,758	2,088,758	0	0				

DETAILED BUDGET PAPERS 2022/23 - Planning, Environment & Waste

				Responsible Director	NEW BUDGET: 2023/24																Budget for Year	Variance to Budget
Cost Centre	Cost Centre Description	Service	Previous Years Growth/		Base Budget	Growth/Savings etc																
			2021/22 Budget Setting			2022/23 Budget Setting	Inflation	Underachievement of savings	Normal operational delivery	Unplanned pressures	Strategic Partnership	TOM	Permanent virements	Other payroll changes, fte etc £	1.25% National insurance reversal	2023/24 Scale point increment	2022/23 payroll award of £1925 per £					
			£			£	£	£	£	£	£	£	£	£	£	£	£	£				
						£	£	£	£	£	£	£	£	£	£	£	£	£	£			
10026	Health & Safety	Operational Services	V JESSOP	0	0	26,985	0	0	0	0	0	0	0	726	(328)	0	962	28,345	1,360			
10088	Street Cleaning	Operational Services	V JESSOP	0	0	941,533	0	0	0	0	0	0	0	0	0	0	0	941,533	0			
10125	Open Spaces & Amenity Areas	Operational Services	V JESSOP	0	0	183,351	0	0	(8,900)	0	0	0	0	0	0	0	0	174,451	(8,900)			
10140	S.E. Allotments	Operational Services	V JESSOP	0	0	(1,034)	0	0	0	0	0	0	0	0	0	0	0	(1,034)	0			
10147	S.E. Market Harborough Recn	Operational Services	V JESSOP	0	0	264,603	0	0	0	0	0	0	0	0	0	0	0	264,603	0			
10148	S.E. Lutterworth Recn / Park	Operational Services	V JESSOP	0	0	39,084	0	0	0	0	0	0	0	0	0	0	0	39,084	0			
10159	Trade Refuse	Operational Services	V JESSOP	0	0	(241,167)	0	0	0	0	0	0	0	0	0	0	0	(241,167)	0			
10160	Waste Management	Operational Services	V JESSOP	0	0	397,722	0	0	0	0	0	12,005	0	4,071	(2,928)	0	16,367	427,237	29,515			
10161	Residual Waste Collections	Operational Services	V JESSOP	(80,000)	0	1,237,380	0	0	(59,500)	0	0	0	0	0	0	0	0	1,177,880	(59,500)			
10162	Recycling Collections	Operational Services	V JESSOP	0	0	1,106,798	0	0	(9,100)	(120,000)	0	0	0	1	0	0	0	977,699	(129,099)			
10197	External Grounds Maintenance	Operational Services	V JESSOP	0	0	(58,619)	0	0	0	0	0	0	0	0	0	0	0	(58,619)	0			
10242	S.E. Fleckney	Operational Services	V JESSOP	0	0	316	0	0	0	0	0	0	0	0	0	0	0	316	0			
10243	S.E. Great Glen	Operational Services	V JESSOP	0	0	2,515	0	0	0	0	0	0	0	0	0	0	0	2,515	0			
10244	S.E. Scraptoft	Operational Services	V JESSOP	0	0	5,589	0	0	0	0	0	0	0	0	0	0	0	5,589	0			
10246	S.E. Broughton Astley	Operational Services	V JESSOP	0	0	12,145	0	0	0	0	0	0	0	0	0	0	0	12,145	0			
10272	Flytipping	Operational Services	V JESSOP	0	0	20,000	0	0	(10,000)	0	0	0	0	0	0	0	0	10,000	(10,000)			
10010	Development Control	Development Control, Enforcement	D ATKINSON	(50,000)	0	(532,811)	0	0	102,880	0	0	0	22,541	(7,771)	688	27,109	(387,364)	145,447				
10016	Archaeological & Ecolog Advice	Development Control, Enforcement	D ATKINSON	0	0	44,775	0	0	(11,000)	0	0	0	0	0	0	0	0	33,775	(11,000)			
10019	Footpath/Bridleway Orders	Development Control, Enforcement	D ATKINSON	0	0	(1,100)	0	0	0	0	0	0	0	0	0	0	0	(1,100)	0			
10084	Enforcement	Development Control, Enforcement	D ATKINSON	0	0	933	0	0	0	0	0	0	(933)	0	0	0	0	0	(933)			
10151	Planning Enforcement	Development Control, Enforcement	D ATKINSON	0	0	138,997	0	0	0	0	0	0	933	17,552	(1,725)	0	5,006	160,763	21,766			
10081	Quick Response Team	Facilities Mgmt - Public Realm	C MASON	0	0	(70,200)	0	72,430	0	0	0	0	0	0	0	0	0	2,230	72,430			
10082	Abandoned Vehicles	Facilities Mgmt - Public Realm	C MASON	0	0	2,200	0	0	0	0	0	0	0	0	0	0	0	2,200	0			
10086	District-Wide Bus Shelters	Facilities Mgmt - Public Realm	C MASON	0	0	3,400	0	0	0	0	0	0	0	0	0	0	0	3,400	0			
10089	Street Furniture Etc	Facilities Mgmt - Public Realm	C MASON	0	0	13,107	0	0	(8,807)	0	0	0	0	0	0	0	0	4,300	(8,807)			
10115	S.E. Public Conveniences	Facilities Mgmt - Public Realm	C MASON	0	0	27,754	0	0	0	0	0	0	0	0	0	0	0	27,754	0			
10145	S.E. Thurnby	Facilities Mgmt - Public Realm	C MASON	0	0	31,454	0	0	0	0	0	0	0	0	0	0	0	31,454	0			
10170	Flood Prevent & Land Drainage	Facilities Mgmt - Public Realm	C MASON	0	0	17,000	0	0	(4,200)	0	0	0	0	0	0	0	0	12,800	(4,200)			
10245	S.E.War Memorial/Public Realm	Facilities Mgmt - Public Realm	C MASON	0	0	16,060	0	0	0	0	0	0	0	0	0	0	0	16,060	0			
10009	Section 106 Agreements	Strategic Planning/Policy	D ATKINSON	0	0	6,220	0	0	0	0	0	0	0	4,493	(407)	0	1,924	12,230	6,010			
10013	Env Enhancemnts/Conservtn	Strategic Planning/Policy	D ATKINSON	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
10112	Planning Policy	Strategic Planning/Policy	D ATKINSON	0	0	250,820	0	0	0	0	0	0	0	4,520	(2,049)	0	8,469	261,760	10,940			
10207	Local Plan Cont to Reserves	Strategic Planning/Policy	D ATKINSON	0	0	277,300	0	0	0	0	0	0	0	0	0	0	0	277,300	0			
10207A	Local Plan Cont from Reserves	Strategic Planning/Policy	D ATKINSON	0	0	0	0	0	206,000	0	0	0	0	0	0	0	0	206,000	206,000			
10208	Local Plan General	Strategic Planning/Policy	D ATKINSON	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
10011	Building Control	Building Control	D ATKINSON	0	1,000	65,861	0	0	0	0	0	0	0	0	0	0	0	65,861	0			
10150	Environmental Health	Car Parking, Lightbulb etc	V JESSOP	0	0	550,340	0	0	0	0	0	12,005	0	22,135	(4,811)	3,358	19,828	602,855	52,515			
10175	Pest/Dog Services	Car Parking, Lightbulb etc	V JESSOP	0	0	25,700	0	0	0	0	0	0	0	0	0	0	0	25,700	0			
10219	Head Of Planning	CO (Planning), Eco Strategy (Talent)	D ATKINSON	0	0	115,210	0	0	0	0	0	0	0	1,444	(970)	0	1,926	117,610	2,400			
10205	Neighbourhood Plan	Strategic Planning/Policy	D ATKINSON	0	0	(60,000)	0	0	0	0	0	0	0	0	0	0	0	(60,000)	0			
	Total			(130,000)	1,000	4,860,221	0	72,430	(111,507)	188,880	0	24,010	0	77,483	(20,989)	4,046	81,591	5,176,165	315,944			

DETAILED BUDGET PAPERS 2022/23 - Planning, Environment & Waste

Cost Centre			Responsible Director	MTFS YEAR 1: 2024/25						MTFS YEAR 2: 2025/26					MTFS YEAR 3: 2026/27					MTFS YEAR 4: 2027/28				
				Previous Years Growth/		Base Budget	Income reduction	Budget for Year	Variance to Budget	Previous Years Growth/ Savings		Base Budget	Budget for Year	Variance to Budget	Previous Years Growth/		Base Budget	Budget for Year	Variance to Budget	Previous Years		Base Budget	Budget for Year	Variance to Budget
				2021/22 Budget Setting	2022/23 Budget Setting					2021/22 Budget Setting	2022/23 Budget Setting				2021/22 Budget Setting	2022/23 Budget Setting				2021/22 Budget Setting	2022/23 Budget Setting			
				£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£
10026	Health & Safety	Operational Services	V JESSOP	0	0	28,345	0	28,345	0	0	0	28,345	28,345	0	0	0	28,345	28,345	0	0	0	28,345	28,345	0
10088	Street Cleaning	Operational Services	V JESSOP	0	0	941,533	0	941,533	0	0	0	941,533	941,533	0	0	0	941,533	941,533	0	0	0	941,533	941,533	0
10125	Open Spaces & Amenity Areas	Operational Services	V JESSOP	0	0	174,451	0	174,451	0	0	0	174,451	174,451	0	0	0	174,451	174,451	0	0	0	174,451	174,451	0
10140	S.E. Allotments	Operational Services	V JESSOP	0	0	(1,034)	0	(1,034)	0	0	0	(1,034)	(1,034)	0	0	0	(1,034)	(1,034)	0	0	0	(1,034)	(1,034)	0
10147	S.E. Market Harborough Recn	Operational Services	V JESSOP	0	0	264,603	0	264,603	0	0	0	264,603	264,603	0	0	0	264,603	264,603	0	0	0	264,603	264,603	0
10148	S.E. Lutterworth Recn / Park	Operational Services	V JESSOP	0	0	39,084	0	39,084	0	0	0	39,084	39,084	0	0	0	39,084	39,084	0	0	0	39,084	39,084	0
10159	Trade Refuse	Operational Services	V JESSOP	0	0	(241,167)	0	(241,167)	0	0	0	(241,167)	(241,167)	0	0	0	(241,167)	(241,167)	0	0	0	(241,167)	(241,167)	0
10160	Waste Management	Operational Services	V JESSOP	0	0	427,237	0	427,237	0	0	0	427,237	427,237	0	0	0	427,237	427,237	0	0	0	427,237	427,237	0
10161	Residual Waste Collections	Operational Services	V JESSOP	0	0	1,177,880	0	1,177,880	0	0	0	1,177,880	1,177,880	0	0	0	1,177,880	1,177,880	0	0	0	1,177,880	1,177,880	0
10162	Recycling Collections	Operational Services	V JESSOP	0	0	977,699	0	977,699	0	0	0	977,699	977,699	0	0	0	977,699	977,699	0	0	0	977,699	977,699	0
10197	External Grounds Maintenance	Operational Services	V JESSOP	0	0	(58,619)	0	(58,619)	0	0	0	(58,619)	(58,619)	0	0	0	(58,619)	(58,619)	0	0	0	(58,619)	(58,619)	0
10242	S.E. Fleckney	Operational Services	V JESSOP	0	0	316	0	316	0	0	0	316	316	0	0	0	316	316	0	0	0	316	316	0
10243	S.E. Great Glen	Operational Services	V JESSOP	0	0	2,515	0	2,515	0	0	0	2,515	2,515	0	0	0	2,515	2,515	0	0	0	2,515	2,515	0
10244	S.E. Scraptoft	Operational Services	V JESSOP	0	0	5,589	0	5,589	0	0	0	5,589	5,589	0	0	0	5,589	5,589	0	0	0	5,589	5,589	0
10246	S.E. Broughton Astley	Operational Services	V JESSOP	0	0	12,145	0	12,145	0	0	0	12,145	12,145	0	0	0	12,145	12,145	0	0	0	12,145	12,145	0
10272	Flipping	Operational Services	V JESSOP	0	0	10,000	0	10,000	0	0	0	10,000	10,000	0	0	0	10,000	10,000	0	0	0	10,000	10,000	0
10010	Development Control	Development Control, Enforcement	D ATKINSON	(50,000)	0	(437,364)	45,000	(392,364)	45,000	0	0	(392,364)	(392,364)	0	0	0	(392,364)	(392,364)	0	0	0	(392,364)	(392,364)	0
10016	Archaeological & Ecolog Advice	Development Control, Enforcement	D ATKINSON	0	0	33,775	0	33,775	0	0	0	33,775	33,775	0	0	0	33,775	33,775	0	0	0	33,775	33,775	0
10019	Footpath/Bridleway Orders	Development Control, Enforcement	D ATKINSON	0	0	(1,100)	0	(1,100)	0	0	0	(1,100)	(1,100)	0	0	0	(1,100)	(1,100)	0	0	0	(1,100)	(1,100)	0
10084	Enforcement	Development Control, Enforcement	D ATKINSON	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
10151	Planning Enforcement	Development Control, Enforcement	D ATKINSON	0	0	160,763	0	160,763	0	0	0	160,763	160,763	0	0	0	160,763	160,763	0	0	0	160,763	160,763	0
10081	Quick Response Team	Facilities Mgmt - Public Realm	C MASON	0	0	2,230	0	2,230	0	0	0	2,230	2,230	0	0	0	2,230	2,230	0	0	0	2,230	2,230	0
10082	Abandoned Vehicles	Facilities Mgmt - Public Realm	C MASON	0	0	2,200	0	2,200	0	0	0	2,200	2,200	0	0	0	2,200	2,200	0	0	0	2,200	2,200	0
10086	District-Wide Bus Shelters	Facilities Mgmt - Public Realm	C MASON	0	0	3,400	0	3,400	0	0	0	3,400	3,400	0	0	0	3,400	3,400	0	0	0	3,400	3,400	0
10089	Street Furniture Etc	Facilities Mgmt - Public Realm	C MASON	0	0	4,300	0	4,300	0	0	0	4,300	4,300	0	0	0	4,300	4,300	0	0	0	4,300	4,300	0
10115	S.E. Public Conveniences	Facilities Mgmt - Public Realm	C MASON	0	0	27,754	0	27,754	0	0	0	27,754	27,754	0	0	0	27,754	27,754	0	0	0	27,754	27,754	0
10145	S.E. Thurnby	Facilities Mgmt - Public Realm	C MASON	0	0	31,454	0	31,454	0	0	0	31,454	31,454	0	0	0	31,454	31,454	0	0	0	31,454	31,454	0
10170	Flood Prevent & Land Drainage	Facilities Mgmt - Public Realm	C MASON	0	0	12,800	0	12,800	0	0	0	12,800	12,800	0	0	0	12,800	12,800	0	0	0	12,800	12,800	0
10245	S.E. War Memorial/Public Realm	Facilities Mgmt - Public Realm	C MASON	0	0	16,060	0	16,060	0	0	0	16,060	16,060	0	0	0	16,060	16,060	0	0	0	16,060	16,060	0
10009	Section 106 Agreements	Strategic Planning/Policy	D ATKINSON	0	0	12,230	0	12,230	0	0	0	12,230	12,230	0	0	0	12,230	12,230	0	0	0	12,230	12,230	0
10013	Env Enhancemnts/Conservtn	Strategic Planning/Policy	D ATKINSON	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
10112	Planning Policy	Strategic Planning/Policy	D ATKINSON	0	0	261,760	0	261,760	0	0	0	261,760	261,760	0	0	0	261,760	261,760	0	0	0	261,760	261,760	0
10207	Local Plan Cont to Reserves	Strategic Planning/Policy	D ATKINSON	0	0	277,300	0	277,300	0	0	0	277,300	277,300	0	0	0	277,300	277,300	0	0	0	277,300	277,300	0
10207A	Local Plan Cont from Reserves	Strategic Planning/Policy	D ATKINSON	0	0	206,000	0	206,000	0	0	0	206,000	206,000	0	0	0	206,000	206,000	0	0	0	206,000	206,000	0
10208	Local Plan General	Strategic Planning/Policy	D ATKINSON	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
10011	Building Control	Building Control	D ATKINSON	0	(26,000)	39,861	0	39,861	0	0	0	39,861	39,861	0	0	0	39,861	39,861	0	0	0	39,861	39,861	0
10150	Environmental Health	Car Parking, Lightbulb etc	V JESSOP	0	0	602,855	0	602,855	0	0	0	602,855	602,855	0	0	0	602,855	602,855	0	0	0	602,855	602,855	0
10175	Pest/Dog Services	Car Parking, Lightbulb etc	V JESSOP	0	0	25,700	0	25,700	0	0	0	25,700	25,700	0	0	0	25,700	25,700	0	0	0	25,700	25,700	0
10219	Head Of Planning	CO (Planning), Eco Strategy (Talent)	D ATKINSON	0	0	117,610	0	117,610	0	0	0	117,610	117,610	0	0	0	117,610	117,610	0	0	0	117,610	117,610	0
10205	Neighbourhood Plan	Strategic Planning/Policy	D ATKINSON	0	0	(60,000)	0	(60,000)	0	0	0	(60,000)	(60,000)	0	0	0	(60,000)	(60,000)	0	0	0	(60,000)	(60,000)	0
Total				(50,000)	(26,000)	5,100,165	45,000	5,145,165	45,000	0	0	5,145,165	5,145,165	0	0	0	5,145,165	5,145,165	0	0	0	5,145,165	5,145,165	0

DETAILED BUDGET PAPERS 2022/23 - Wellbeing, Communities & Housing

				Responsible Director	NEW BUDGET: 2023/24										
Cost Centre	Cost Centre Description	Service	BC 25 (Tranche)		Previous Years Growth/		Base Budget	Growth/Savings etc						Budget for Year	Variance to Budget
					2021/22 Budget Setting	2022/23 Budget Setting		Normal operational delivery	TOM	Other payroll changes, fte etc	1.25% National insurance reversal	2023/24 Scale point increment	2022/23 payroll award of £1925 per £		
					£	£	£	£	£	£	£	£	£	£	£
10122	Physical Activity	Recreation	3	V JESSOP	0	0	84,871	0	0	(4,163)	(1,007)	1,896	4,994	86,591	1,720
10124	Recreation Development	Recreation	3	V JESSOP	0	(100,000)	76,720	0	0	(2)	(661)	1,319	5,774	83,150	6,430
10136	Youth Awareness Initiatives	Corporate Support	3	V JESSOP	0	0	0	0	0	0	0	0	0	0	0
10155	Health Services	Car Parking, Lightbulb etc	3	V JESSOP	0	0	(4,090)	(2,600)	0	0	0	0	0	(6,690)	(2,600)
10239	Lightbulb Social Care	Car Parking, Lightbulb etc	3	V JESSOP	0	0	33,000	(13,300)	0	0	0	0	0	19,700	(13,300)
10260	Head Of Communities	CO, Communities	1	V JESSOP	0	0	112,030	0	0	(2,225)	(955)	1,464	1,926	112,240	210
10241	Anniversary Events	CO, Communities	1	V JESSOP	0	0	2,000	0	0	0	0	0	0	2,000	0
10179	HDC Temporary Accomodation	Housing & Homelessness	1	V JESSOP	(30,000)	0	(53,800)	0	0	0	0	0	0	(53,800)	0
10188	Homelessness	Housing & Homelessness	1	V JESSOP	0	0	85,276	0	0	0	0	0	0	85,276	0
10201	Housing Services	Housing & Homelessness	1	V JESSOP	(29,000)	0	455,340	(41,100)	0	32,160	(3,819)	0	18,289	460,870	5,530
10076	Grants To External Bodies	Grants, Parishes & Community Safety	1	V JESSOP	(20,000)	0	122,250	(15,000)	0	732	(186)	0	1,194	108,990	(13,260)
10077	Advice To Parishes	Grants, Parishes & Community Safety	1	V JESSOP	0	0	46,120	0	0	2,929	(387)	903	1,925	51,490	5,370
10121	Safer Communities Laa Fund	Grants, Parishes & Community Safety	1	V JESSOP	0	0	(5,000)	0	0	0	0	0	0	(5,000)	0
10168	Community Safety	Grants, Parishes & Community Safety	1	V JESSOP	0	0	90,880	(23,100)	0	3,825	(681)	1,824	5,006	77,754	(13,126)
10270	Local Lottery	Grants, Parishes & Community Safety	1	V JESSOP	(3,000)	0	(13,000)	0	0	0	0	0	0	(13,000)	0
10017	S.E. Harborough In Bloom	Community Partnerships	1	V JESSOP	0	0	7,000	0	0	0	0	0	0	7,000	0
10265	Community Partnerships	Community Partnerships	1	V JESSOP	0	0	80,640	0	(80,729)	1,307	(684)	0	1,927	2,461	(78,179)
10269	Refugee Resettlement	Community Partnerships	1	V JESSOP				0	0	0	0	0	0	0	
	Total				(82,000)	(100,000)	1,120,237	(95,100)	(80,729)	34,563	(8,380)	7,406	41,035	1,019,032	(101,205)

DETAILED BUDGET PAPERS 2022/23 - Wellbeing, Communities & Housing

				Responsible Director	MTFS YEAR 1: 2024/25					MTFS YEAR 2: 2025/26					MTFS YEAR 3: 2026/27					MTFS YEAR 4: 2027/28				
					Previous Years Growth/		Base Budget	Budget for Year	Variance to Budget	Previous Years Growth/		Base Budget	Budget for Year	Variance to Budget	Previous Years		Base Budget	Budget for Year	Variance to Budget	Previous Years		Base Budget	Budget for Year	Variance to Budget
					2021/22 Budget Setting	2022/23 Budget Setting				2021/22 Budget Setting	2022/23 Budget Setting				2021/22 Budget Setting	2022/23 Budget Setting				2021/22 Budget Setting	2022/23 Budget Setting			
Cost Centre	Cost Centre Description	Service	BC 25 (Tranche)		£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	
10122	Physical Activity	Recreation	3	V JESSOP	0	0	86,591	86,591	0	0	0	86,591	86,591	0	0	0	86,591	86,591	0	0	0	86,591	86,591	0
10124	Recreation Development	Recreation	3	V JESSOP	0	(40,000)	43,150	43,150	0	0	0	43,150	43,150	0	0	0	43,150	43,150	0	0	0	43,150	43,150	0
10136	Youth Awareness Initiatives	Corporate Support	3	V JESSOP	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
10155	Health Services	Car Parking, Lightbulb etc	3	V JESSOP	0	0	(6,690)	(6,690)	0	0	0	(6,690)	(6,690)	0	0	0	(6,690)	(6,690)	0	0	0	(6,690)	(6,690)	0
10239	Lightbulb Social Care	Car Parking, Lightbulb etc	3	V JESSOP	0	0	19,700	19,700	0	0	0	19,700	19,700	0	0	0	19,700	19,700	0	0	0	19,700	19,700	0
10260	Head Of Communities	CO, Communities	1	V JESSOP	0	0	112,240	112,240	0	0	0	112,240	112,240	0	0	0	112,240	112,240	0	0	0	112,240	112,240	0
10241	Anniversary Events	CO, Communities	1	V JESSOP	0	0	2,000	2,000	0	0	0	2,000	2,000	0	0	0	2,000	2,000	0	0	0	2,000	2,000	0
10179	HDC Temporary Accomodation	Housing & Homelessness	1	V JESSOP	0	0	(53,800)	(53,800)	0	0	0	(53,800)	(53,800)	0	0	0	(53,800)	(53,800)	0	0	0	(53,800)	(53,800)	0
10188	Homelessness	Housing & Homelessness	1	V JESSOP	0	0	85,276	85,276	0	0	0	85,276	85,276	0	0	0	85,276	85,276	0	0	0	85,276	85,276	0
10201	Housing Services	Housing & Homelessness	1	V JESSOP	0	0	460,870	460,870	0	0	0	460,870	460,870	0	0	0	460,870	460,870	0	0	0	460,870	460,870	0
10076	Grants To External Bodies	Grants, Parishes & Community Safety	1	V JESSOP	0	0	108,990	108,990	0	0	0	108,990	108,990	0	0	0	108,990	108,990	0	0	0	108,990	108,990	0
10077	Advice To Parishes	Grants, Parishes & Community Safety	1	V JESSOP	0	0	51,490	51,490	0	0	0	51,490	51,490	0	0	0	51,490	51,490	0	0	0	51,490	51,490	0
10121	Safer Communities Laa Fund	Grants, Parishes & Community Safety	1	V JESSOP	0	0	(5,000)	(5,000)	0	0	0	(5,000)	(5,000)	0	0	0	(5,000)	(5,000)	0	0	0	(5,000)	(5,000)	0
10168	Community Safety	Grants, Parishes & Community Safety	1	V JESSOP	0	0	77,754	77,754	0	0	0	77,754	77,754	0	0	0	77,754	77,754	0	0	0	77,754	77,754	0
10270	Local Lottery	Grants, Parishes & Community Safety	1	V JESSOP	0	0	(13,000)	(13,000)	0	0	0	(13,000)	(13,000)	0	0	0	(13,000)	(13,000)	0	0	0	(13,000)	(13,000)	0
10017	S.E. Harborough In Bloom	Community Partnerships	1	V JESSOP	0	0	7,000	7,000	0	0	0	7,000	7,000	0	0	0	7,000	7,000	0	0	0	7,000	7,000	0
10265	Community Partnerships	Community Partnerships	1	V JESSOP	0	0	2,461	2,461	0	0	0	2,461	2,461	0	0	0	2,461	2,461	0	0	0	2,461	2,461	0
10269	Refugee Resettlement	Community Partnerships	1	V JESSOP	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Total				0	(40,000)	979,032	979,032	0	0	0	979,032	979,032	0	0	0	979,032	979,032	0	0	0	979,032	979,032	0

DETAILED BUDGET PAPERS 2021/22 - Strategy

			Responsible Director	NEW BUDGET: 2023/24										
Cost Centre	Cost Centre Description	Service		Previous Years Growth/		Base Budget	Growth/Savings etc						Budget for Year	Variance to Base Budget
				2021/22 Budget Setting	2022/23 Budget Setting		Inflation	Normal operational delivery	Other payroll changes, fte etc	1.25% National insurance reversal	2023/24 Scale point increment	2022/23 payroll award of £1925 per fte		
				£	£	£	£	£	£	£	£	£	£	£
10012	Strategic Planning & Housing	Strategic Planning/Policy	D ATKINSON	0	0	155,810	0	(9,500)	11,160	(1,313)	0	4,813	160,970	5,160
10262	Market Harb Town Team Project	Strategic Planning/Policy	D ATKINSON	0	0	0	0	0	0	0	0	0	0	0
10210	Joint Strategic Planning	Strategic Planning/Policy	D ATKINSON	0	13,511	44,811	0	0	0	0	0	0	44,811	0
10015	Ed Strat - Potential	Economic Strategy/Development	V JESSOP	0	0	35,900	0	(20,000)	0	0	0	0	15,900	(20,000)
10043	S.E. Town Centre Support	Economic Strategy/Development	V JESSOP	0	0	41,240	0	0	0	0	0	0	41,240	0
10055	Market Hall	Economic Strategy/Development	V JESSOP	0	0	(64,804)	(27,500)	(7,000)	3,543	(1,089)	417	6,699	(89,734)	(24,930)
10065	The Square	Economic Strategy/Development	V JESSOP	0	0	(17,560)	(2,900)	(1,800)		0	0	0	(22,260)	(4,700)
10206	Ed Strat - Location	Economic Strategy/Development	V JESSOP	0	0	249,200	0	(15,000)	(1,003)	(2,048)	0	7,701	238,850	(10,350)
10069	Communication	Communication	V JESSOP	0	0	196,050	0	(11,500)	14,028	(1,267)	1,356	7,363	206,030	9,980
10233	Ed Strat - Talent	CO (Planning), Eco Strategy (Tale	V JESSOP	0	38,000	25,000	0	(5,000)	0	0	0	0	20,000	(5,000)
10211	Strategic Growth Team	Planning - Growth	D ATKINSON	0	0	56,287	0	(10,500)	(14,250)	0	0	0	31,537	(24,750)
	Total			0	51,511	721,934	(30,400)	(80,300)	13,478	(5,717)	1,773	26,576	647,344	(74,590)

DETAILED BUDGET PAPERS 2021/22 - Strategy

			Responsible Director	MTFS YEAR 1: 2024/25					MTFS YEAR 2: 2025/26					MTFS YEAR 3: 2026/27					MTFS YEAR 4: 2027/28						
Cost Centre	Cost Centre Description	Service		Previous Years Growth/		Base Budget	Budget for Year	Variance to Base Budget	Previous Years Growth/		Base Budget	rowth/Savings et		Budget for Year	Variance to Budget	Previous Years		Base Budget	Budget for Year	Variance to Budget	Previous Years		Base Budget	Budget for Year	Variance to Budget
				2021/22 Budget Setting	2022/23 Budget Setting				2021/22 Budget Setting	2022/23 Budget Setting		2021/22 Budget Setting	2022/23 Budget Setting			2021/22 Budget Setting	2022/23 Budget Setting				2021/22 Budget Setting	2022/23 Budget Setting			
				£	£	£	£	£	£	£	£	Normal operational delivery	£	£	£	£	£	£	£	£	£	£	£	£	
10012	Strategic Planning & Housing	Strategic Planning/Policy	D ATKINSON	0	0	160,970	160,970	0	0	0	160,970	0	160,970	0	0	0	160,970	160,970	0	0	0	160,970	160,970	0	
10262	Market Harb Town Team Project	Strategic Planning/Policy	D ATKINSON	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
10210	Joint Strategic Planning	Strategic Planning/Policy	D ATKINSON	0	(5,281)	39,530	39,530	0	0	0	39,530	0	39,530	0	0	0	39,530	39,530	0	0	0	39,530	39,530	0	
10015	Ed Strat - Potential	Economic Strategy/Development	V JESSOP	0	0	15,900	15,900	0	0	0	15,900	40,000	55,900	40,000	0	0	55,900	55,900	0	0	0	55,900	55,900	0	
10043	S.E. Town Centre Support	Economic Strategy/Development	V JESSOP	0	0	41,240	41,240	0	0	0	41,240	0	41,240	0	0	0	41,240	41,240	0	0	0	41,240	41,240	0	
10055	Market Hall	Economic Strategy/Development	V JESSOP	0	0	(89,734)	(89,734)	0	0	0	(89,734)	0	(89,734)	0	0	0	(89,734)	(89,734)	0	0	0	(89,734)	(89,734)	0	
10065	The Square	Economic Strategy/Development	V JESSOP	0	0	(22,260)	(22,260)	0	0	0	(22,260)	0	(22,260)	0	0	0	(22,260)	(22,260)	0	0	0	(22,260)	(22,260)	0	
10206	Ed Strat - Location	Economic Strategy/Development	V JESSOP	0	0	238,850	238,850	0	0	0	238,850	0	238,850	0	0	0	238,850	238,850	0	0	0	238,850	238,850	0	
10069	Communication	Communication	V JESSOP	0	0	206,030	206,030	0	0	0	206,030	0	206,030	0	0	0	206,030	206,030	0	0	0	206,030	206,030	0	
10233	Ed Strat - Talent	CO (Planning), Eco Strategy (Tale	V JESSOP	0	(7,000)	13,000	13,000	0	0	0	13,000	0	13,000	0	0	0	13,000	13,000	0	0	0	13,000	13,000	0	
10211	Strategic Growth Team	Planning - Growth	D ATKINSON	0	0	31,537	31,537	0	0	0	31,537	0	31,537	0	0	0	31,537	31,537	0	0	0	31,537	31,537	0	
	Total			0	(12,281)	635,063	635,063	0	0	0	635,063	40,000	675,063	40,000	0	0	675,063	675,063	0	0	0	675,063	675,063	0	

DETAILED BUDGET PAPERS 2021/22 - Corporate & Regulatory Services

			Responsible Director	Budget Holder	NEW BUDGET: 2023/24															Budget for Year	Variance to Budget
Cost Centre	Cost Centre Description	Service			Previous Years Growth/		Base Budget	Growth/Savings etc													
					2021/22 Budget Setting	2022/23 Budget Setting		Inflation	Underachievement of savings	Normal operational delivery	Unplanned pressures	Strategic Partnership	TOM	Permanent virements	Other payroll changes, fte etc	1.25% National insurance reversal	2023/24 Scale point increment	2022/23 payroll award of £1925 per fte			
					£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	
10003	Corporate Administration	Corporate Support	C MASON	R ELLIS	0	0	597,921	0		(58,300)			7,203		9,421	(6,100)	1,762	29,076	580,983	(16,938)	
10032	Postages	Corporate Support	C MASON	R ELLIS	0	0	40,400	0								0	0	0	40,400	0	
10037	Corporate Printing	Corporate Support	C MASON	R ELLIS	0	(5,000)	12,000	0								0	0	0	12,000	0	
10051	Land Charges	Corporate Support	C MASON	R ELLIS	0	0	(118,200)	0								0	0	0	(118,200)	0	
10066	Performance/Change Mana	Corporate Support	C MASON	R ELLIS	0	0	2,868	0								0	0	0	2,868	0	
10165	Public Burials	Corporate Support	C MASON	R ELLIS	0	0	2,500	0								0	0	0	2,500	0	
10231	Central Stationery Store	Corporate Support	C MASON	R ELLIS	0	0	13,100	0								0	0	0	13,100	0	
10022	Legal Services	Legal & Democratic Support	C MASON	S PATEL	0	0	246,500	0			17,000		1,475		5,567	(2,195)	2,258	6,160	276,765	30,265	
10072	Members Allowances & Exp	Legal & Democratic Support	C MASON	S PATEL	0	0	320,950	0						(2,300)		0	0	0	318,650	(2,300)	
10073	Committee Servicing	Legal & Democratic Support	C MASON	S PATEL	0	0	161,560	0		(22,000)	10,665			2,300	4,691	(1,529)	1,066	5,562	162,315	755	
10213	Programme Management	Legal & Democratic Support	C MASON	L ELLIOT	0	0	61,390	0			116,110				1,237	(533)	0	1,926	180,130	118,740	
10023	Human Resources	HR & Training	C MASON	R JENNER	0	(17,000)	263,790	0							6,666	(2,248)	1,526	9,226	278,960	15,170	
10024	Corporate & Mangmnt Train	HR & Training	C MASON	R JENNER	0	0	43,300	0		(8,000)						0	0	0	35,300	(8,000)	
10060	Elections	Elections	C MASON	S MORTIER	0	0	16,600	0			0					0	0	0	16,600	0	
10060A	Elections - Cont from Reserves	Elections	C MASON								166,000								166,000	166,000	
10060B	Elections - Cont to Reserve	Elections	C MASON	S MORTIER	0	0	0	0			40,000								40,000	40,000	
10061	Registration Of Electors	Register of Electors	C MASON	S MORTIER	0	0	54,100	0		(11,000)						0	0	0	43,100	(11,000)	
10078	Emergency Plan/ Bus Cont	Car Parking, Lightbulb etc	V JESSOP	E BIRD	0	0	29,800	0								0	0	0	29,800	0	
10096	Car Park Services	Car Parking, Lightbulb etc	V JESSOP	E BIRD	0	137,372	(857,937)	0		(3,800)	158,232					0	0	0	(703,505)	154,432	
10101	Hackney Carriage Licencing	Car Parking, Lightbulb etc	V JESSOP	E BIRD	0	0	(31,800)	0								0	0	0	(31,800)	0	
10117	On Street C.P.E	Car Parking, Lightbulb etc	V JESSOP	E BIRD	0	0	(47,066)	0							219,200	(4,158)	2,727	29,011	199,714	246,780	
10118	Car Parks Administration	Car Parking, Lightbulb etc	V JESSOP	E BIRD	0	0	52,580	0							4,411	(455)	0	1,924	58,460	5,880	
10119	Off Street C.P.E.	Car Parking, Lightbulb etc	V JESSOP	E BIRD	0	0	40,523	0							(211,000)	0	0	0	(170,477)	(211,000)	
10154	Licences	Car Parking, Lightbulb etc	V JESSOP	E BIRD	0	0	(79,600)	0								0	0	0	(79,600)	0	
10163	S.E.Cemeteries & Burial Gro	Facilities Mgmt - Public Res	C MASON	CAVERILL	0	0	15,925	(5,500)								0	0	0	10,425	(5,500)	
10164	Closed Churchyards	Facilities Mgmt - Public Res	C MASON	CAVERILL	0	0	40,140	0								0	0	0	40,140	0	
10167	Cctv	CCTV, Control Centre	C MASON	J WARD LAN	0	0	0	0								0	0	0	0	0	
10193	Control Centre	CCTV, Control Centre	C MASON	J WARD LAN	0	(6,000)	70,390	0		(14,500)					38,252	(3,150)	3,103	20,895	114,990	44,600	
10173	Licensing Team	Car Parking, Lightbulb etc	V JESSOP	E BIRD	0	0	117,620	0							2,578	(983)	0	5,005	124,220	6,600	
10232	Section 151 Officer	CO (151), Assets, Internal A	C MASON	C MASON	0	0	118,070	0					1,990		1,409	(935)	0	1,926	122,460	4,390	
10237	Corporate In Year Savings	CO (151), Assets, Internal A	C MASON	C MASON	0	0	(16,000)	0								0	0	(164,000)	(180,000)	(164,000)	
10230	Head Of Legal & Democratic	CO Legal & Democratic	C MASON	V WENHAM	0	0	111,330	0					(20,912)		(764)	(952)	0	1,926	90,628	(20,702)	
10305	External Audit	Finance	C MASON	C BLAND	0	0	40,000	0			48,000					0	0	0	88,000	48,000	
10238	Apprentice Levy Costs	Finance	C MASON	C BLAND	0	0	13,600	0								0	0	0	13,600	0	
10035	Customer Services	Customer Services	V JESSOP	R FELTS	0	0	351,730	0		(14,700)	60,280		12,005		173,117	(2,663)	5,275	26,951	611,995	260,265	
10104	Consultation	Customer Services	V JESSOP	R FELTS	0	0	0	0								0	0	0	0	0	
10302	Customer Services (2) CC	Customer Services	V JESSOP	R FELTS	(110,000)	0	191,660	0							(191,660)	0	0	0	0	(191,660)	
10236	Equalities & Safeguarding	Customer Services	V JESSOP	R FELTS	0	0	33,670	0							765	(289)	0	1,154	35,300	1,630	
10021	Chief Executives Group	Joint Chief Execitives	L ELLIOTT	N PROUDFO	0	0	3,500	0								0	0	0	3,500	0	
10054	Lga Subscriptions	Joint Chief Execitives	L ELLIOTT	N PROUDFO	0	0	20,200	0								0	0	0	20,200	0	
10071	Corporate Activities	Joint Chief Execitives	L ELLIOTT	N PROUDFO	0	0	0	0								0	0	0	0	0	
10222	Old cost centre	Joint Chief Execitives	L ELLIOTT	OLD	0	0	0	0								0	0	0	0	0	
10226	Chief Executive	Joint Chief Execitives	L ELLIOTT	N PROUDFO	0	0	166,490	0				0			(799)	(1,592)	2,223	1,928	168,250	1,760	
10215	Deputy Chief Executive	Joint Chief Execitives	L ELLIOTT	L ELLIOT	0	0	128,390	0				0			1,502	(1,081)	0	1,929	130,740	2,350	
?????	Enforcement Cross-Cutting		V JESSOP		0	0	(147,000)	0		72,000						0	0	0	(75,000)	72,000	
?????	HR Cross-Cutting		C MASON		0	(2,000)	(22,000)	0								0	0	0	(22,000)	0	
	Total				(110,000)	107,372	2,062,994	(5,500)	72,000	(132,300)	616,287	0	1,761	0	64,593	(28,863)	19,940	(19,401)	2,651,511	588,517	

DETAILED BUDGET PAPERS 2021/22 - Corporate & Regulatory Services

			Responsible Director	Budget Holder	MTFS YEAR 1: 2024/25										MTFS YEAR 2: 2025/26										MTFS YEAR 3: 2026/27						MTFS YEAR 4: 2027/28							
Cost Centre	Cost Centre Description	Service			Previous Years Growth/		Base Budget	Growth/Savings etc			Budget for Year	Variance to Budget	Previous Years		Base Budget	Growth/Savings etc			Budget for Year	Variance to Budget	Previous Years		Base Budget	Growth/Savings etc			Budget for Year	Variance to Budget	Previous Years		Base Budget	Growth/Savings etc			Budget for Year	Variance to Budget		
					2021/22 Budget Setting	2022/23 Budget Setting		savings	Other re car parking income	Unplanned Pressures			2021/22 Budget Setting	2022/23 Budget Setting		savings	Other re car parking income	Unplanned Pressures			2021/22 Budget Setting	2022/23 Budget Setting		savings	Other re car parking income	Unplanned Pressures			2021/22 Budget Setting	2022/23 Budget Setting		savings	Other re car parking income	Unplanned Pressures				
£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£				
10003	Corporate Administration	Corporate Support	C MASON	R ELLIS	0	0	580,983	0	0	0	580,983	0	0	0	580,983	0	0	0	580,983	0	0	0	580,983	0	0	0	580,983	0	0	0	580,983	0	0	0	580,983	0	0	
10032	Postages	Corporate Support	C MASON	R ELLIS	0	0	40,400	0	0	0	40,400	0	0	0	40,400	0	0	0	40,400	0	0	0	40,400	0	0	0	40,400	0	0	0	40,400	0	0	0	40,400	0	0	
10037	Corporate Printing	Corporate Support	C MASON	R ELLIS	0	0	12,000	0	0	0	12,000	0	0	0	12,000	0	0	0	12,000	0	0	0	12,000	0	0	0	12,000	0	0	0	12,000	0	0	0	12,000	0	0	
10051	Land Charges	Corporate Support	C MASON	R ELLIS	0	0	(118,200)	0	0	0	(118,200)	0	0	0	(118,200)	0	0	0	(118,200)	0	0	0	(118,200)	0	0	0	(118,200)	0	0	0	(118,200)	0	0	0	(118,200)	0	0	
10066	Performance/Change Mana	Corporate Support	C MASON	R ELLIS	0	0	2,868	0	0	0	2,868	0	0	0	2,868	0	0	0	2,868	0	0	0	2,868	0	0	0	2,868	0	0	0	2,868	0	0	0	2,868	0	0	
10165	Public Burials	Corporate Support	C MASON	R ELLIS	0	0	2,500	0	0	0	2,500	0	0	0	2,500	0	0	0	2,500	0	0	0	2,500	0	0	0	2,500	0	0	0	2,500	0	0	0	2,500	0	0	
10231	Central Stationery Store	Corporate Support	C MASON	R ELLIS	0	0	13,100	0	0	0	13,100	0	0	0	13,100	0	0	0	13,100	0	0	0	13,100	0	0	0	13,100	0	0	0	13,100	0	0	0	13,100	0	0	
10022	Legal Services	Legal & Democratic Support	C MASON	S PATEL	0	0	276,765	(8,000)	0	0	268,765	(8,000)	0	0	268,765	0	0	0	268,765	0	0	0	268,765	0	0	0	268,765	0	0	0	268,765	0	0	0	268,765	0	0	
10072	Members Allowances & Exp	Legal & Democratic Support	C MASON	S PATEL	0	0	318,650	0	0	0	318,650	0	0	0	318,650	0	0	0	318,650	0	0	0	318,650	0	0	0	318,650	0	0	0	318,650	0	0	0	318,650	0	0	
10073	Committee Servicing	Legal & Democratic Support	C MASON	S PATEL	0	0	162,315	0	0	0	162,315	0	0	0	162,315	0	0	0	162,315	0	0	0	162,315	0	0	0	162,315	0	0	0	162,315	0	0	0	162,315	0	0	
10213	Programme Management	Legal & Democratic Support	C MASON	LELIOTT	0	0	180,130	0	0	0	180,130	0	0	0	180,130	0	(116,110)	0	64,020	(116,110)	0	0	0	64,020	0	0	0	64,020	0	0	0	64,020	0	0	0	64,020	0	0
10023	Human Resources	HR & Training	C MASON	R JENNER	0	(15,000)	263,960	0	0	0	263,960	0	0	0	263,960	0	0	0	263,960	0	0	0	263,960	0	0	0	263,960	0	0	0	263,960	0	0	0	263,960	0	0	
10024	Corporate & Mangmnt Train	HR & Training	C MASON	R JENNER	0	0	35,300	0	0	0	35,300	0	0	0	35,300	0	0	0	35,300	0	0	0	35,300	0	0	0	35,300	0	0	0	35,300	0	0	0	35,300	0	0	
10060	Elections	Elections	C MASON	S MORTIER	0	0	16,600	0	0	0	16,600	0	0	0	16,600	0	0	0	16,600	0	0	0	16,600	0	0	0	16,600	0	0	0	16,600	0	0	0	16,600	0	0	
10060A	Elections - Cont from Reserves	Elections	C MASON		0	0	166,000	0	0	0	166,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
10060B	Elections - Cont to Reserve	Elections	C MASON	S MORTIER	0	0	40,000	0	0	0	40,000	0	0	0	40,000	0	0	0	40,000	0	0	0	40,000	0	0	0	40,000	0	0	0	40,000	0	0	0	40,000	0	0	
10061	Registration Of Electors	Register of Electors	C MASON	S MORTIER	0	0	43,100	0	0	0	43,100	0	0	0	43,100	0	0	0	43,100	0	0	0	43,100	0	0	0	43,100	0	0	0	43,100	0	0	0	43,100	0	0	
10078	Emergency Plan/ Bus Conti	Car Parking, Lightbulb etc	V JESSOP	E BIRD	0	0	29,800	0	0	0	29,800	0	0	0	29,800	0	0	0	29,800	0	0	0	29,800	0	0	0	29,800	0	0	0	29,800	0	0	0	29,800	0	0	
10096	Car Park Services	Car Parking, Lightbulb etc	V JESSOP	E BIRD	0	58,929	(644,576)	0	(105,000)	0	(749,576)	(105,000)	0	56,267	(693,309)	(45,000)	0	(738,309)	(45,000)	0	53,339	(684,970)	(69,000)	(753,970)	(69,000)	0	0	0	(753,970)	(753,970)	0	0	(753,970)	(753,970)	0	0		
10101	Hackney Carriage Licencing	Car Parking, Lightbulb etc	V JESSOP	E BIRD	0	0	(31,800)	0	0	0	(31,800)	0	0	0	(31,800)	0	0	0	(31,800)	0	0	0	(31,800)	0	0	0	(31,800)	0	0	0	(31,800)	0	0	0	(31,800)	0	0	
10117	On Street C.P.E	Car Parking, Lightbulb etc	V JESSOP	E BIRD	0	0	199,714	0	0	0	199,714	0	0	0	199,714	0	0	0	199,714	0	0	0	199,714	0	0	0	199,714	0	0	0	199,714	0	0	0	199,714	0	0	
10118	Car Parks Administration	Car Parking, Lightbulb etc	V JESSOP	E BIRD	0	0	58,460	0	0	0	58,460	0	0	0	58,460	0	0	0	58,460	0	0	0	58,460	0	0	0	58,460	0	0	0	58,460	0	0	0	58,460	0	0	
10119	Off Street C.P.E	Car Parking, Lightbulb etc	V JESSOP	E BIRD	0	0	(170,477)	0	0	0	(170,477)	0	0	0	(170,477)	0	0	0	(170,477)	0	0	0	(170,477)	0	0	0	(170,477)	0	0	0	(170,477)	0	0	0	(170,477)	0	0	
10154	Licences	Car Parking, Lightbulb etc	V JESSOP	E BIRD	0	0	(79,600)	0	0	0	(79,600)	0	0	0	(79,600)	0	0	0	(79,600)	0	0	0	(79,600)	0	0	0	(79,600)	0	0	0	(79,600)	0	0	0	(79,600)	0	0	
10163	S.E.Cemeteries & Burial Gr	Facilities Mgmt - Public Res	C MASON	C AVERILL	0	0	10,425	0	0	0	10,425	0	0	0	10,425	0	0	0	10,425	0	0	0	10,425	0	0	0	10,425	0	0	0	10,425	0	0	0	10,425	0	0	
10164	Closed Churchyards	Facilities Mgmt - Public Res	C MASON	C AVERILL	0	0	40,140	0	0	0	40,140	0	0	0	40,140	0	0	0	40,140	0	0	0	40,140	0	0	0	40,140	0	0	0	40,140	0	0	0	40,140	0	0	
10167	Cctv	CCTV, Control Centre	C MASON	J WARD LAN	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
10193	Control Centre	CCTV, Control Centre	C MASON	J WARD LAN	0	(11,000)	103,990	0	0	0	103,990	0	0	0	103,990	0	0	0	103,990	0	0	0	103,990	0	0	0	103,990	0	0	0	103,990	0	0	0	103,990	0	0	
10173	Licensing Team	Car Parking, Lightbulb etc	V JESSOP	E BIRD	0	0	124,220	0	0	0	124,220	0	0	0	124,220	0	0	0	124,220	0	0	0	124,220	0	0	0	124,220	0	0	0	124,220	0	0	0	124,220	0	0	
10232	Section 151 Officer	CO (151), Assets, Internal A	C MASON	C MASON	0	0	122,460	0	0	0	122,460	0	0	0	122,460	0	0	0	122,460	0	0	0	122,460	0	0	0	122,460	0	0	0	122,460	0	0	0	122,460	0	0	
10237	Corporate In Year Savings	CO (151), Assets, Internal A	C MASON	C MASON	0	0	(180,000)	0	0	0	(180,000)	0	0	0	(180,000)	0	0	0	(180,000)	0	0	0	(180,000)	0	0	0	(180,000)	0	0	0	(180,000)	0	0	0	(180,000)	0	0	
10230	Head Of Legal & Democratic	CO Legal & Democratic	C MASON	V WENHAM	0	0	90,628	0	0	0	90,628	0	0	0	90,628	0	0	0	90,628	0	0	0	90,628	0	0	0	90,628	0	0	0	90,628	0	0	0	90,628	0	0	
10305	External Audit	Finance	C MASON	C BLAND	0	0	88,000	0	0	0	88,000	0	0	0	88,000	0	0	0	88,000	0	0	0	88,000	0	0	0	88,000	0	0	0	88,000	0	0	0	88,000	0	0	
10238	Apprentice Levy Costs	Finance	C MASON	C BLAND	0	0	13,600	0	0	0	13,600	0	0	0	13,600	0	0	0	13,600	0	0	0	13,600	0	0	0	13,600	0	0	0	13,600	0	0	0	13,600	0	0	
10035	Customer Services	Customer Services	V JESSOP	R FELTS	0	0	611,995	0	0	0	611,995	0	0	0	611,995	0	0	0	611,995	0	0	0	611,995	0														

DETAILED BUDGET PAPERS 2021/22 - Contingency & Inflationary Provisions

			Responsible Director	NEW BUDGET: 2023/24										
Cost Centre	Cost Centre Description	Service		Previous Years Growth/		Base Budget	Growth/Savings etc						Budget for Year	Variance to Base Budget
				2021/22 Budget Setting	2022/23 Budget Setting		FCC contract changes	Inflation - Pay - Services	Inflation - Pay to Capital Financing	Inflation - Employer Oncosts	TOM	Other		
				£	£	£	£	£	£	£	£	£	£	
10509	Central Items - Contingency	Finance	C MASON	0		0	0	0	0	0	0	0	0	
Nominal	Inflation - Pay - Services 2 NCS	Corporate - Finance	C MASON	139,452	50,010	189,462	0	185,771	0	0	0	375,233	185,771	
Nominal	Inflation - Pay to Capital Fin	Corporate - Finance	C MASON	10,950		10,950	0	0	(10,950)	0	0	0	(10,950)	
Nominal	Inflation - Services	Corporate - Finance	C MASON	0		0	0	0	0	0	0	0	0	
Nominal	Inflation - Employer Oncosts	Corporate - Finance	CMASON	0		0	0	0	(94,000)	0	0	(94,000)	(94,000)	
Nominal	Inflation - FCC	Operational Services	V JESSOP	0	273,946	404,673	205,210	0	0	0	0	609,883	205,210	
Nominal	Inflation - Energy costs	Operational Services	V JESSOP	0	0	0	0	0	0	0	42,253	42,253	42,253	
Nominal	FCC 5% Escalator for Potential Govt Changes to Waste	Operational Services	V JESSOP	0		0	0	0	0	0	0	0	0	
Nominal	Target Operating Model Service Efficiency	Operational Services	L ELLIOTT	0	(7,060)	(360,060)	0	0	0	0	65,202	7,000	72,202	
Nominal	Shared Service; DM Support	Operational Services	D ATKINSON	0	(33,500)	(127,500)	0	0	0	0	127,500	0	127,500	
	Total			150,402	283,396	117,525	205,210	185,771	(10,950)	(94,000)	65,202	176,753	527,986	

DETAILED BUDGET PAPERS 2021/22 - Contingency & Inflationary Provisions

			Responsible Director	MTFS YEAR 1: 2024/25								MTFS YEAR 2: 2025/26							
Cost Centre	Cost Centre Description	Service		Previous Years Growth/		Base Budget	Growth/Savings etc			Budget for Year	Variance to Base Budget	Previous Years Growth/		Base Budget	Growth/Savings etc			Budget for Year	Variance to Budget
				2021/22 Budget Setting	2022/23 Budget Setting		Inflation - Pay - Services	Inflation - Employer Oncosts	Other			2021/22 Budget Setting	2022/23 Budget Setting		Inflation - Pay - Services	Inflation energy costs - Leisure contract	Inflation - Employer Oncosts		
				£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£
10509	Central Items - Contingency	Finance	C MASON	0	0	0	0	0		0	0	0	0	0	0	0	0	0	0
Nominal	Inflation - Pay - Services 2 NCS	Corporate - Finance	C MASON	188,726	0	563,959	152,736	0		716,695	152,736	0	251,299	967,994	51,626	0	0	1,019,620	51,626
Nominal	Inflation - Pay to Capital Fin	Corporate - Finance	C MASON	14,819	0	14,819	0	0		14,819	0	0	0	14,819	0	0	0	14,819	0
Nominal	Inflation - Services	Corporate - Finance	C MASON	0	0	0	0	0		0	0	0	0	0	0	0	0	0	0
Nominal	Inflation - Employer Oncosts	Corporate - Finance	CMASON	0	0	(94,000)	0	21,000		(73,000)	21,000	0	0	(73,000)	0	0	1,000	(72,000)	1,000
Nominal	Inflation - FCC	Operational Services	V JESSOP	0	222,315	832,198	0	0		832,198	0	0	236,931	1,069,129	0	0	0	1,069,129	0
Nominal	Inflation - Energy costs	Operational Services	V JESSOP	0	0	42,253	0	0	25,352	42,253	0	0	0	42,253	0	188,000	0	230,253	188,000
Nominal	FCC 5% Escalor for Potential Govt Changes to Waste	Operational Services	V JESSOP	0	0	0	0	0		0	0	0	269,969	269,969	0	0	0	269,969	0
Nominal	Target Operating Model Service Efficiency	Operational Services	L ELLIOTT	0	0	(287,858)	0	0		(287,858)	0	0	(9,002)	(296,860)	0	0	0	(296,860)	0
Nominal	Shared Service; DM Support	Operational Services	D ATKINSON	0	0	0	0	0		0	0	0	(3,188)	(3,188)	0	0	0	(3,188)	0
	Total			203,545	222,315	1,071,371	152,736	21,000	25,352	1,245,107	173,736	0	746,009	1,991,116	51,626	188,000	1,000	2,231,742	240,626

DETAILED BUDGET PAPERS 2021/22 - Contingency & Inflationary Provisions

Cost Centre			Responsible Director	MTFS YEAR 3: 2026/27							MTFS YEAR 4: 2027/28						
				Previous Years Growth/		Base Budget	Growth/Savings etc		Budget for Year	Variance to Budget	Previous Years		Base Budget	Growth/Savings etc		Budget for Year	Variance to Budget
				2021/22 Budget Setting	2022/23 Budget Setting		Inflation - Pay - Services	Inflation Employer Oncosts			2021/22 Budget Setting	2022/23 Budget Setting		BC25-T2/3 "More Work Needed Savings"	XXXX		
				£	£	£	£	£	£	£	£	£	£	£	£	£	£
10509	Central Items - Contingency	Finance	C MASON	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Nominal	Inflation - Pay - Services 2 NCS	Corporate - Finance	C MASON	0	257,582	1,277,202	54,431	0	1,331,633	54,431	0	0	1,331,633	321,373	0	1,653,006	321,373
Nominal	Inflation - Pay to Capital Fin	Corporate - Finance	C MASON	0	0	14,819	0	0	14,819	0	0	0	14,819	0	0	14,819	0
Nominal	Inflation - Services	Corporate - Finance	C MASON	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Nominal	Inflation - Employer Oncosts	Corporate - Finance	CMASON	0	0	(72,000)	0	0	(72,000)	0	0	0	(72,000)	0	0	(72,000)	0
Nominal	Inflation - FCC	Operational Services	V JESSOP	0	233,767	1,302,896	0	0	1,302,896	0	0	0	1,302,896	0	0	1,302,896	0
Nominal	Inflation - Energy costs	Operational Services	V JESSOP	0	0	230,253	0	0	230,253	0	0	0	230,253	0	0	230,253	0
Nominal	FCC 5% Escalator for Potential Govt Changes to Waste	Operational Services	V JESSOP	0	279,177	549,146	0	0	549,146	0	0	0	549,146	0	0	549,146	0
Nominal	Target Operating Model Service Efficiency	Operational Services	L ELLIOTT	0	(9,227)	(306,087)	0	0	(306,087)	0	0	0	(306,087)	0	0	(306,087)	0
Nominal	Shared Service; DM Support	Operational Services	D ATKINSON	0	(3,267)	(6,455)	0	0	(6,455)	0	0	0	(6,455)	0	0	(6,455)	0
Total				0	758,032	2,989,774	54,431	0	3,044,205	54,431	0	0	3,044,205	321,373	0	3,365,578	321,373

Service Savings and Income Generation Proposals

Appendix 3

Service	Saving	Why	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	Total Savings	
			£000	£000	£000	£000	£000	£000	All Years £000	2023/24 to 2027/28 £000
Economic & Business Services	General ED Budgets	Utilisation of UKSP to support ED delivery.	10.0	40.0	40.0	0.0	0.0	0.0	90.0	80.0
	HIC	Growth in Tenancy income - Remodelled Business Case	0.0	36.0	(5.0)	9.0	9.0	9.0	58.0	58.0
	GOC	Growth in Tenancy income - Remodelled Business Case	0.0	(67.0)	(78.0)	(39.0)	(39.0)	(39.0)	(262.0)	(262.0)
	Indoor Market	Marginal increase in income	0.0	7.0	5.6	6.0	0.0	0.0	18.6	18.6
	Events in the Square	Marginal increase in income	0.0	1.8	1.8	1.8	0.0	0.0	5.4	5.4
	Total Service Savings		10.0	17.8	(35.6)	(22.2)	(30.0)	(30.0)	(90.0)	(100.0)

Service	Saving	Why	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	Total Savings	
			£000	£000	£000	£000	£000	£000	All Years £000	2023/24 to 2027/28 £000
Assets	Street Naming & Numbering	Removal of surplus budget	8.8	8.8	8.8	8.8	8.8	8.8	52.8	44.0
	Flood prevention: Drainage	Removal of surplus budget	3.1	3.1	3.1	3.1	3.1	3.1	18.6	15.5
	Flood prevention: Water Course/Sand Bag	Reduction in budget	1.1	1.1	1.1	1.1	1.1	1.1	6.6	5.5
	Cleaning contract	Deletion of vacant post	7.0	7.0	7.0	7.0	7.0	7.0	42.0	35.0
	Total Service Savings		20.0	20.0	20.0	20.0	20.0	20.0	120.0	100.0

Service	Saving	Why	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	Total Savings	
			£000	£000	£000	£000	£000	£000	All Years £000	2023/24 to 2027/28 £000
Corporate Services	Electoral Registration:	Print & post, reduction in budget	0.0	11.0	11.0	11.0	11.0	11.0	55.0	55.0
	Elections	Reduction in establishment (hours worked)	22.0	41.0	41.0	41.0	41.0	41.0	227.0	205.0
	Information Team	Reduction in establishment (hours worked)	8.0	15.0	15.0	15.0	15.0	15.0	83.0	75.0
	Street Naming & Numbering	Marginal fee increase	0.0	2.3	2.3	2.3	2.3	2.3	11.5	11.5
	Total Service Savings		30.0	69.3	69.3	69.3	69.3	69.3	376.5	346.5

Service	Saving	Why	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	Total Savings	
			£000	£000	£000	£000	£000	£000	All Years £000	2023/24 to 2027/28 £000
ICT	Staffing	Reduction in establishment (deletion of vacant post)	33.9	33.9	33.9	33.9	33.9	33.9	203.4	169.5
	Total Service Savings		33.9	33.9	33.9	33.9	33.9	33.9	203.4	169.5

Service	Saving	Why	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	Total Savings	
			£000	£000	£000	£000	£000	£000	All Years £000	2023/24 to 2027/28 £000
Democratic Services	Staffing	Reduction in establishment (reduction in hours)	13.0	13.0	13.0	13.0	13.0	13.0	78.0	65.0
	Staffing	Reduction in pay oncost budget.	9.0	9.0	9.0	9.0	9.0	9.0	54.0	45.0
	Total Service Savings		22.0	22.0	22.0	22.0	22.0	22.0	132.0	110.0

Service	Saving	Why	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	Total Savings	
			£000	£000	£000	£000	£000	£000	All Years £000	2023/24 to 2027/28 £000
Human Resources	Learning & Development	Reduction in budget; reflecting current ITNA.	0.0	8.0	8.0	8.0	8.0	8.0	40.0	40.0
	Total Service Savings		0.0	8.0	8.0	8.0	8.0	8.0	40.0	40.0

Service	Saving	Why	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	Total Savings	
			£000	£000	£000	£000	£000	£000	All Years £000	2023/24 to 2027/28 £000
Lifeline/CCTV/ Procurement	Income	Increase in income	0.0	4.1	3.9	3.9	3.9	3.9	19.7	19.7
	Costs	Reduction in costs	0.0	10.4	10.4	10.4	10.4	10.4	52.0	52.0
	Total Service Savings		0.0	14.5	14.3	14.3	14.3	14.3	71.7	71.7

Service	Saving	Why	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	Total Savings	
			£000	£000	£000	£000	£000	£000	All Years £000	2023/24 to 2027/28 £000
Finance	Investment Income	New Item, remodelled income generation	300.0	387.0	109.0	68.0	20.0	20.0	904.0	604.0
	Merchant Fees	New Item, review of transaction costs	0.0	0.0	24.7	24.7	24.7	24.7	98.8	98.8
	Total Service Savings		300.0	387.0	133.7	92.7	44.7	44.7	1,002.8	702.8

Service	Saving	Why	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	Total Savings	
			£000	£000	£000	£000	£000	£000	All Years £000	2023/24 to 2027/28 £000
Regulatory	Car Parking Income	Pilot: Removal of cash machines and Pay-by-Phone only.	0.0	0.0	3.8	3.8	3.8	3.8	15.2	15.2
	Car Parking Maintenance	Re-let of Gritting Contract	0.0	3.8	3.8	3.8	3.8	3.8	19.0	19.0
	Env Health & Licences	Marginal licence income increase	0.0	1.7	1.7	1.7	1.7	1.7	8.5	8.5
	Env Health: Mandatory HMO	New charge	0.0	0.9	0.9	0.9	0.9	0.9	4.5	4.5
	Lightbulb	capitalisation (over & above BC25)	13.3	13.3	13.3	13.3	13.3	13.3	79.8	66.5
	Total Service Savings		13.3	19.7	23.5	23.5	23.5	23.5	127.0	113.7

Service	Saving	Why	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	Total Savings	
			£000	£000	£000	£000	£000	£000	All Years £000	2023/24 to 2027/28 £000
Customer Services	Systems Administration	Efficiency from Consolidation of Sys Admin roles (estimated at 5% of pay budget)	0.0	4.9	4.9	4.9	4.9	4.9	24.5	24.5
	Customer Services	Reduction in establishment (hours worked)	0.0	9.8	9.8	9.8	9.8	9.8	49.0	49.0
	Housing	Reduction in establishment (deletion of post following retirement)	10.3	41.1	41.1	41.1	41.1	41.1	215.8	205.5
	Community Safety	Reduction in establishment (deletion of vacant post)	7.5	18.0	18.0	18.0	18.0	18.0	97.5	90.0
		Reduction in establishment (change in roles, possible redundancy)	0.0	5.1	5.1	5.1	5.1	5.1	25.5	25.5
		Young Persons Strategy; budget no longer needed	0.0	15.0	15.0	15.0	15.0	15.0	75.0	75.0
	Total Service Savings		17.8	93.9	93.9	93.9	93.9	93.9	487.3	469.5

Service	Saving	Why	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	Total Savings	
			£000	£000	£000	£000	£000	£000	All Years £000	2023/24 to 2027/28 £000
Environmental/ Waste	Fly Tipping	Service reduction, due to success of proactive fly tipping actions.	0.0	10.0	10.0	10.0	10.0	10.0	50.0	50.0
	Land Rentals	Charging for land used by contractors.	0.0	8.9	8.9	8.9	8.9	8.9	44.5	44.5
	s106, Charging Developers for Wheel Bins	Charging developers for the supply of wheel bins (potential capitalisation in due course).	0.0	59.5	59.5	59.5	59.5	59.5	297.5	297.5
	Cease 1-off Christmas Tree Collection	Service reduction	0.0	9.1	9.1	9.1	9.1	9.1	45.5	45.5
	Green Waste Income	Marginal income increase; fuller evaluation being undertaken to demonstrate break-even.	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	Total Service Savings		0.0	87.5	87.5	87.5	87.5	87.5	437.5	437.5

Service	Saving	Why	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	Total Savings	
			£000	£000	£000	£000	£000	£000	All Years	2023/24 to 2027/28
									£000	£000
Communications	Outsource communications.	Budget not needed, deletion.	11.5	11.5	11.5	11.5	11.5	11.5	69.0	57.5
	Total Service Savings		11.5	11.5	11.5	11.5	11.5	11.5	69.0	57.5

Service	Saving	Why	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	Total Savings	
			£000	£000	£000	£000	£000	£000	All Years	2023/24 to 2027/28
									£000	£000
Development Management	Archaeology & Ecology Unit	Reduction in budget	0.0	11.0	11.0	11.0	11.0	11.0	55.0	55.0
	Growth Team	Reduction in budget	0.0	10.5	10.5	10.5	10.5	10.5	52.5	52.5
	Total Service Savings		0.0	21.5	21.5	21.5	21.5	21.5	107.5	107.5

Service	Saving	Why	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	Total Savings	
			£000	£000	£000	£000	£000	£000	All Years	2023/24 to 2027/28
									£000	£000
Strategic Planning	Site promotion meetings	New charge to support developers in site development.	0.7	2.5	2.5	2.5	2.5	2.5	13.2	12.5
	Planning performance meetings	New charge to support delivery of planning decisions.	0.0	7.0	7.0	7.0	7.0	7.0	35.0	35.0
	Total Service Savings		0.7	9.5	9.5	9.5	9.5	9.5	48.2	47.5

Total "Net Direct Cost of Services" Savings & Income Generation			459.2	816.1	513.0	485.4	429.6	429.6	3,132.9	2,673.7
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Service	Saving	Why	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	Total Savings	
			£000	£000	£000	£000	£000	£000	£000	All Years £000
Finance	MRP Review	Reduction in capital financing due to application of capital receipts	58.0	116.0	304.0	310.0	368.0	564.0	1,720.0	1,662.0
	Total Service Savings		58.0	116.0	304.0	310.0	368.0	564.0	1,720.0	1,662.0
Total "Net Expenditure" Savings & Income Generation			517.2	932.1	817.0	795.4	797.6	993.6	4,852.9	4,335.7

Indirect savings

Service	Saving	Why	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	Total Savings	
			£000	£000	£000	£000	£000	£000	£000	All Years £000
ICT	Staffing	Capitalisation of ICT staff time during transformation.	25.2	25.2	25.2	25.2	25.2	25.2	151.2	126.0
	Total Service Savings - indirect costs		25.2	25.2	25.2	25.2	25.2	25.2	151.2	126.0
Total "All" Services Savings & Income Generation			542.4	957.3	842.2	820.6	822.8	1,018.8	5,004.1	4,461.7

Appendix 4

Current Year				Consolidated General Fund Reserve					
Approved Budget £	Budget Changes	Updated Budget £	Forecast Outturn Q2 2021/22 £		2023/24 Draft Budget £	2024/25 Draft Budget £	2025/26 Draft Budget £	2026/27 Draft Budget £	2027/28 Draft Budget £
				General Fund (Unallocated) Reserve					
2,741,108	(380,108)	2,361,000	2,361,000	b/f	2,568,142	2,493,943	2,579,931	2,776,340	2,951,304
0	0	0	(810,253)	Cont from/(to) Services	3,383,067	852,133	(1,098,121)	(1,674,111)	(1,705,073)
(450,550)	380,108	(70,442)	1,017,395	Cont from/(to) Budget Surplus Reserve	(3,457,266)	(766,145)	1,294,530	1,849,075	1,774,217
2,290,558	0	2,290,558	2,568,142	c/f	2,493,943	2,579,931	2,776,340	2,951,304	3,020,449
11,569,789	0	11,569,789	12,840,710	Net Expenditure	12,469,717	12,899,656	13,881,702	14,756,522	15,102,243
(117,000)	0	(117,000)	0	- CV19 adjustment 1 - Earmarked Res CV19	0	0	0	0	0
0	0	0	0	- CV19 adjustment 2 - CV19 Grant	0	0	0	0	0
11,452,789	0	11,452,789	12,840,710		12,469,717	12,899,656	13,881,702	14,756,522	15,102,243
2,290,558	0	2,290,558	2,568,142	Minimum Level of Reserves @ 20.0%	2,493,943	2,579,931	2,776,340	2,951,304	3,020,449
0	0	0	0	Variance of GFR to Minimum Level of Reserves 20.0%	0	0	0	0	0
				Budget Surplus Reserve					
1	0	1	1	b/f	1	1	1	1	1
450,550	(380,108)	70,442	(1,017,395)	Cont from/(to) General Fund	3,457,266	766,145	(1,294,530)	(1,849,075)	(1,774,217)
0	0	0	0	Cont from/(to) CV19 Internal Recovery Reserve	0	0	0	0	0
(450,550)	380,108	(70,442)	1,017,395	Cont from/(to) ER: Projects & Risk	0	0	0	0	0
0	0	0	0	Cont from/(to) ER: Capital & Contract	0	0	0	0	0
0	0	0	0	Cont from/(to) ER: Transformation	0	0	0	0	0
0	0	0	0	Cont from/(to) ER: Financial Sustainability	(3,457,266)	(766,145)	1,294,530	1,849,075	1,079,806
0	0	0	0	Cont from/(to) ER: Community, Economic & Infrastructure	0	0	0	0	347,205
1	0	1	0	Cont from/(to) CIS Reserve	0	0	0	0	347,206
Ok	0	Ok	Ok	c/f	Ok	Ok	Ok	Ok	Ok
				Earmarked Reserve: CV19 Internal Recovery Reserves					
7,825,170	(3,653,898)	4,171,272	4,171,272	b/f	301,437	0	0	0	0
(4,818,027)	0	(4,818,027)	(4,818,027)	Cont (to) Services	0	0	0	0	0
(117,000)	0	(117,000)	(117,000)	Cont from/(to) Services (cont towards Interest & Investment Income)	0	0	0	0	0
(733,000)	0	(733,000)	(733,000)	Cont from/(to) Funding Statement: Collection Fund (Surplus)/Deficit	0	0	0	0	0
0	0	0	0	Cont from/(to) Funding Statement: Year 3 TIG	(301,437)	0	0	0	0
0	872,381	872,381	872,381	Cont from/(to) ER: Community, Economic & Infrastructure	0	0	0	0	0
0	2,424,015	2,424,015	925,811	Cont from/(to) ER: CIR	0	0	0	0	0
2,157,143	(357,502)	1,799,641	301,437	c/f	0	0	0	0	0
				Earmarked Reserve: Projects, Risk & Smoothing					
691,095	359,405	1,050,500	1,050,500	b/f	2,685,652	2,630,652	2,741,652	2,852,652	2,963,652
(38,500)	0	(38,500)	(38,500)	Cont (to) Services	(372,000)	(206,000)	(206,000)	(206,000)	(206,000)
338,000	0	338,000	338,000	Cont from Services	317,000	317,000	317,000	317,000	317,000
2,278,047	0	2,278,047	2,278,047	Cont from/(to) Funding Statement: NHB+s.31 Surplus (Collection Fund Equalisation Reserve)	0	0	0	0	0
450,550	(380,108)	70,442	(1,017,395)	Cont from/(to) BS Reserve	0	0	0	0	0
75,000	0	75,000	75,000	Cont from/(to) ER: Community, Economic & Infrastructure	0	0	0	0	0
3,794,192	(20,703)	3,773,489	2,685,652	c/f	2,630,652	2,741,652	2,852,652	2,963,652	3,074,652
				Earmarked Reserve: Capital & Contract					
748,250	1,139,614	1,887,864	1,887,864	b/f	1,427,196	2,427,196	2,427,196	2,427,196	2,427,196
0	(460,668)	(460,668)	(460,668)	Cont to services (carry forwards)	0	0	0	0	0
0	0	0	0	Cont from/(to) ER: CIR (to support capital programme)	1,000,000	0	0	0	0
748,250	678,946	1,427,196	1,427,196	c/f	2,427,196	2,427,196	2,427,196	2,427,196	2,427,196
				Earmarked Reserve: Transformation					
2,066,855	(229,820)	1,837,035	1,837,035	b/f	837,035	1,000,000	1,000,000	1,000,000	1,000,000
0	0	0	0	Cont (to) Services	(116,110)	(116,110)	0	0	0
(500,000)	0	(500,000)	(500,000)	Cont from/(to) ER: CIR	279,075	116,110	0	0	0
1,066,855	(229,820)	837,035	837,035	c/f	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
				Earmarked Reserve: Financial Sustainability					
0	0	0	0	b/f	0	3,457,266	4,223,411	2,928,881	1,079,806
0	0	0	0	Cont from Services	0	0	0	0	0
0	0	0	0	Cont from/(to) BS Reserve	3,457,266	766,145	(1,294,530)	(1,849,075)	(1,079,806)
0	0	0	0	c/f	3,457,266	4,223,411	2,928,881	1,079,806	0
				Earmarked Reserve: Community, Economic & Infrastructure					
1,447,301	80	1,447,381	1,447,381	b/f	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
0	0	0	0	Cont from/(to) BS Reserve	0	0	0	0	(347,205)
0	(872,381)	(872,381)	(872,381)	Cont from/(to) ER: CV19 Internal Recovery Reserve	0	0	0	0	0
(75,000)	0	(75,000)	(75,000)	Cont from/(to) ER: Projects, Risk & Smoothing	0	0	0	0	0
500,000	0	500,000	500,000	Cont from/(to) ER: Transformation	0	0	0	0	0
1,872,301	(872,301)	1,000,000	1,000,000	c/f	1,000,000	1,000,000	1,000,000	1,000,000	652,795
				Earmarked Reserve: Commercial Investment Reserve					
2,356,792	577,105	2,933,897	2,933,897	b/f	2,508,086	1,229,011	1,112,901	1,112,901	1,112,901
0	0	0	0	Cont from/(to) BS Reserve	0	0	0	0	(347,206)
0	(2,424,015)	(2,424,015)	(925,811)	Cont from/(to) ER: CV19 Internal Recovery Reserve	0	0	0	0	0
0	0	0	0	Cont from/(to) ER: Capital & Contracts	(1,000,000)	0	0	0	0
500,000	0	500,000	500,000	Cont from/(to) ER: Transformation	(279,075)	(116,110)	0	0	0
2,856,792	(1,846,910)	1,009,882	2,508,086	c/f	1,229,011	1,112,901	1,112,901	1,112,901	765,695
				Forecast "End-of-Year" Reserves Balances (c/f)					
2,290,558	0	2,290,558	2,568,142	Total General Fund (Unallocated) Reserve	2,493,943	2,579,931	2,776,340	2,951,304	3,020,449
12,495,534	(2,648,290)	9,847,244	8,759,407	Total Earmarked Reserves	11,744,126	12,505,161	11,321,631	9,583,556	7,920,339
14,786,092	(2,648,290)	12,137,802	11,327,545	Total General Fund Reserves	14,238,069	15,085,092	14,097,971	12,534,860	10,940,788

Project	Budget			Funding	UEL (years)	Comments
	2023/24 £	2024/25 - 2027/28 £	Total £			
EXISTING SCHEMES - 2023/24 onwards	5,300,000	12,730,000	18,030,000	Various	Various	N/a
PROPOSED SCHEMES - Non Invest to Save						
Depot - Additional Funds	2,500,000	2,500,000	5,000,000	Borrowing	40	Additional £5m to bring total scheme to £10m
Welland Park Works	150,000	0	150,000	S106	10	Various improvement works
Elections scanners	20,000	0	20,000	Cap Receipts	5	Replace obsolete scanners at the end of their lives.
New AV equipment Council Chamber	20,000	0	20,000	Cap Receipts	5	£40k approved for 22/23 - additional costs.
The Symington Building - Generator	90,000	0	90,000	Cap Receipts	10	Back up generator to proved "a few days" operations.
The Symington Building - M&E works	15,000	180,000	195,000	Capital Receipts/ Borrowing	10	Various M&E equipment at the end of its economic life.
Plowmans Yard Damp	50,000	0	50,000	Cap Receipts	25	Essential maintenance and protecting value of asset
Roman Way - 20% uplift for costs	136,000	0	136,000	Cap Receipts	40	Due to inflationary pressures
Cemetery Footpath and boundary works	57,000	15,000	72,000	Direct Revenue Financing	25	Funded via special expenses
Welland Park and Lutterworth New CCTV cameras (existing scheme but delayed - additional costs)	25,000	0	25,000	Cap Receipts	7	Scheme already approved, uplift in costs
HIC M&E	0	155,000	155,000	Borrowing	10	Various M&E equipment at the end of its economic life.
Play Areas - reduced funding required 23/24-25/26	(80,000)	(140,000)	(220,000)	Borrowing	15	Reduction in budget as programme of renewal complete. Capital Funding need to replace/maintain equipment. Original approved budget was £100kpa (total £400k). Now require £180k (£20k pa plus £100k in 26/27).
On-going Net call developments and enhancements	(55,000)	80,000	25,000	Cap Receipts	10	Annual investment in channel shift developments of Netcall
The Symington Building - Secondary Glazing	0	150,000	150,000	Cap Receipts	20	Non-essential work but will lead to better efficiency of building and utility cost savings
Cemetery Extension works (s106)	50,000	0	50,000	S106	40	Northampton Road
Market Hall (dependent on LUF funding)	197,000	1,944,000	2,141,000	Cap Receipts	40	Scheme will only go ahead if LUF funding is granted
Total Proposed Schemes - No Invest to Save	3,175,000	4,884,000	8,059,000			
PROPOSED SCHEMES - Invest to Save						
Replacement and new EV points	117,000	0	117,000	Grant/ Direct Revenue Financing	7	Charging points, based on cost-effective model and to generate income.
The Symington Building - Concierge	60,000	0	60,000	Direct Revenue Financing	25	Revenue savings.
HIC Solar panels £77k (DRF)	77,000	0	77,000	Direct Revenue Financing	25	Savings from utility bills
Total Proposed Scheme - Invest to Save	254,000	0	254,000			
TOTAL PROPOSED SCHEMES	3,429,000	4,884,000	8,313,000			
TOTAL CAPITAL PROGRAMME	8,729,000	17,614,000	26,343,000			

FINANCING

Existing Schemes			
Better Care Fund	420,000	1,260,000	1,680,000
External Funding	1,140,000	2,800,000	3,940,000
S106	300,000	1,258,000	1,558,000
Capital Receipts / FUCR	3,334,000	550,000	3,884,000
Service Charge	6,000	18,000	24,000
Direct Revenue Funding	100,000	0	100,000
Borrowing (Internal/MRP)	0	6,844,000	6,844,000
Total	5,300,000	12,730,000	18,030,000
Proposed Schemes			
Capital Receipts	288,000	134,000	422,000
LUF Funding	177,000	1,750,000	1,927,000
EV Charge Points Grant	42,000	0	42,000
COMF Grant	10,000	0	10,000
S106	200,000	380,000	580,000
Direct Revenue Funding	212,000	0	212,000
Borrowing	2,500,000	2,620,000	5,120,000
TOTAL NEW SCHEMES FUNDING	3,429,000	4,884,000	8,313,000
TOTAL FINANCING	8,729,000	17,614,000	26,343,000

