



**CABINET**

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To: Councillors Bailey, Barkley (Deputy Leader), Bokor, Harper-Davies, Mercer, Morgan (Leader), Poland, Rattray, Rollings and Smidowicz (for attention)

All other members of the Council  
(for information)

You are requested to attend the meeting of the Cabinet to be held in Virtual Meeting - Zoom on Thursday, 19th November 2020 at 6.00 pm for the following business.

Chief Executive

Southfields  
Loughborough

6th November 2020

**AGENDA**

1. APOLOGIES
2. DISCLOSURES OF PECUNIARY AND PERSONAL INTERESTS
3. LEADER'S ANNOUNCEMENTS
4. MINUTES OF PREVIOUS MEETING 3 - 9

To approve the minutes of the previous meeting.

5. QUESTIONS UNDER CABINET PROCEDURE 10.7
- The deadline for questions is noon on Wednesday, 11th November 2020.
6. BUILDING CONTROL ALTERNATIVE SERVICE PROVISION PROJECT 10 - 51
- A report of the Head of Planning and Regeneration.
- Key Decision*
7. SHEPSHED TOWN CENTRE PUBLIC REALM IMPROVEMENT PROJECT 52 - 109
- A report of the Head of Planning and Regeneration.
- Key Decision*
8. ENTERPRISE ZONE - COVID 19 RECOVERY PROGRAMME 110 - 157
- A report of the Head of Planning and Regeneration.
- Key Decision*
9. CHARNWOOD STATEMENT OF COMMUNITY INVOLVEMENT 158 - 180
- A report of the Head of Planning and Regeneration.

## CABINET 15TH OCTOBER 2020

PRESENT: The Leader (Councillor Morgan)  
The Deputy Leader (Councillor Barkley)  
Councillors Bailey, Bokor, Harper-Davies, Mercer,  
Poland, Rattray, Rollings and Smidowicz

Councillor Needham  
Councillor Seaton

Chief Executive  
Strategic Director; Environmental and Corporate  
Services  
Strategic Director; Commercial Development,  
Assets and Leisure  
Head of Strategic Support  
Head of Financial Services  
Information Development Manager  
Democratic Services Manager  
Democratic Services Officer (LS)

APOLOGIES: None

The Leader stated that this meeting was being livestreamed as a public meeting and would also be recorded and the recording subsequently made available via the Council's website. He also advised that, under the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012, other people may film, record, tweet or blog from this meeting, and the use of any such images or sound recordings was not under the Council's control.

### 37. DISCLOSURES OF PECUNIARY AND PERSONAL INTERESTS

At the commencement of item 9 on the agenda, Councillor Morgan declared an interest as a Director of the Leicester and Leicestershire Economic Partnership (LLEP), stating that he would therefore leave the meeting during consideration of the item.

### 38. LEADER'S ANNOUNCEMENTS

No announcements were made.

### 39. MINUTES OF PREVIOUS MEETING

The minutes of the meeting held on 17th September 2020 were confirmed as a correct record.

### 40. QUESTIONS UNDER CABINET PROCEDURE 10.7

## Councillor Needham – Carbon Neutral Action Fund

“It is understandable that the Council seeks to prioritise balancing its budget in order to continue to provide essential services and support to residents in the wake of the Covid 19 pandemic. However, it was disappointing to see a large budget reduction for the Carbon Neutral Action Fund in the revised Capital Plan 20/21. Would the Leader commit to instructing the relevant officers to explore all options for securing more funding for the carbon neutral project including, but not limited to, external sources and grants?”

The following response had been published prior to the meeting:

*The draft Carbon Neutral 2030 Plan sets out an ambitious programme to deliver on the vision for the organisation to be carbon neutral by 2030 through capital projects and behavioural change. The plan has however, needed to be revised in light of change in circumstances occasioned by the pandemic and also the strategic review of the Council’s assets to ensure that resources are appropriately utilised and carbon reduction optimised to achieve the target. Officers are aware of the many funding streams and grants available and will seek to review projects in light of these opportunities.*

In making a statement/asking a supplementary question, Councillor Needham thanked the Leader for the response. She referred to her disappointment with the reduced budget and, although external funding would be sought, she could not see that that would be sufficient to fill the gap left, also expressing concern that there did not appear to be any budget for 2021-2023. Councillor Needham understood the considerable financial pressures faced by the Council and that difficult decisions needed to be taken now and moving forward. The position was severe, but climate breakdown was also a crisis even if it seemed distant, however it was a crisis that could be avoided if action was taken now. The threat would remain if action was delayed, indeed it would become worse. The less invested now, the more that would need spending in the future. Carbon Zero was not something that was nice to have, it was essential if another crisis was to be avoided. It also represented an opportunity to contribute to the green recovery needed emerging from the current pandemic. In conclusion, Councillor Needham wished to ask the Cabinet to make Carbon Zero a budget priority and not delay it.

The Leader then asked Councillor Rollings as Cabinet Lead Member if he wished to respond. Councillor Rollings stated that the commitment to be Carbon Neutral by 2030 remained as the Council’s intention and ambition and that was what it would be working towards. Covid-19 had affected significantly the Council’s plans in this area and the Carbon Strategy which had been approaching consideration by Cabinet was now being reviewed to take the continually changing position into account. There remained a budget for the programme of £100k a year together with an amount left over from a previous project and that would be invested in working towards Carbon Neutral by 2030. Officers had also stated that they would seek external funding opportunities. Councillor Rollings thanked Councillor Needham for her question and the important issue it raised.

### 41. INTERIM GENERAL FUND BUDGET 2020/21

Considered, a report of the Head of Financial Services setting out a revised General Fund Budget 2020/21 and updated Medium Term Financial Strategy (MTFS) 2020-2023 given the material impact of the Covid-19 outbreak on the Council's financial position, for recommendation to Council (item 6 on the agenda filed with these minutes).

The Strategic Director; Environmental and Corporate Services and the Head of Financial Services assisted with consideration of the report.

## **RESOLVED**

1. that the revised Budget, as set out in Appendix A to the report of the Head of Financial Services, **be recommended to Council** for approval;
2. that the updated MTFS 2020-2023, as set out in Appendix B to the report of the Head of Financial Services, **be recommended to Council** for approval.

### Reasons

1. To ensure that the Budget for 2020/21 reflects the impact of the Covid-19 outbreak and can be approved by Council.
2. To reconsider and update the financial issues affecting the Council and the Borough identified in the original version of the MTFS, and to inform the Council's budget setting process for future years.

## 42. UPDATED CAPITAL STRATEGY 2020/21

Considered, a report of the Head of Financial Services setting out an updated Capital Strategy 2020/21, together with the Treasury Management Strategy Statement, the Annual Investment Strategy and Minimum Revenue Provision Policy, for recommendation to Council (item 7 on the agenda filed with these minutes).

The Strategic Director; Environmental and Corporate Services and the Head of Financial Services assisted with consideration of the report.

## **RESOLVED**

1. that the Capital Strategy, as set out in Appendix A of the report of the Head of Financial Services, be approved and **recommended to Council**;
2. that the Treasury Management Strategy Statement, Annual Investment Strategy and Minimum Revenue Provision Policy, as set out in Appendix B of the report of the Head of Financial Services, be approved and **recommended to Council**;
3. that the Prudential and Treasury Indicators, also as set out in Appendix B of the report of the Head of Financial Services, be approved and **recommended to Council**.

## Reasons

1. To enable the Council to comply with the statutory code of practice issued by CIPFA: 'The Prudential Code for Capital Finance in Local Authorities, 2017 Edition'.
2. To ensure that the Council's governance and management procedures for Treasury Management reflect best practice and comply with the CIPFA Treasury Management in the Public Services Code of Practice, Guidance Notes and Treasury Management Policy Statement.
3. To ensure that funding of capital expenditure is taken within the totality of the Council's financial position and that borrowing and investment is only carried out with proper regard to the Prudential Code for Capital Finance in Local Authorities.

### 43. REVISED CAPITAL PLAN 2020-23

Considered, a report of the Head of Financial Services setting out a revised Capital Plan 2020-2023 and its financing following a detailed review in the light of the Covid-19 outbreak, for recommendation to Council (item 8 on the agenda filed with these minutes).

The Strategic Director; Environmental and Corporate Services and the Head of Financial Services assisted with consideration of the report.

## **RESOLVED**

1. that the Revised Capital Plan for 2020-2023 for the General Fund and HRA schemes, set out in Appendix 2 to the report of the Head of Financial Services, is approved and **recommended to Council**;
2. that Cabinet notes the revisions made to the original Capital Plan for 2020-2023 and the amended Capital Plan for 2018-2021 in constructing the revised Capital Plan for 2020-2023.

## Reasons

1. To enable approval of the revised Capital Plan which will become the basis for capital spending by the Council for the period ending 31st March 2023.
2. To ensure that the revisions incorporated within the revised Capital Plan are recognised.

*Having declared an interest, Councillor Morgan left the meeting during the consideration of the following item.*

### 44. CHARNWOOD ENTERPRISE ZONE FORWARD FUNDING

*As Councillor Morgan had declared an interest and had left the meeting for this item, it was chaired by Councillor Barkley.*

Considered, a report of the Strategic Director of Corporate Services (now Strategic Director; Environmental and Corporate Services) setting out the process through which infrastructure and buildings within the Enterprise Zone area may be financed using future business rate receipts and requesting a specific approval for forward funding in respect of the Charnwood Campus site (item 9 on the agenda filed with these minutes).

The Strategic Director; Environmental and Corporate Services assisted with consideration of the report.

## **RESOLVED**

1. that the governance process and funding mechanism proposed in respect of the forward funding of infrastructure and buildings within the Enterprise Zone area be approved;
2. that a loan to the Leicester & Leicestershire Economic Partnership for an amount of up to £3.5m be approved;
3. that delegated authority be given to the Strategic Director; Environmental and Corporate Services, in conjunction with the Cabinet Lead Member for Finance, to finalise details of the loan agreement and other agreements associated with this transaction.

## Reasons

1. To enable the Council to act as the funder of forward funding arrangements.
2. To facilitate the development of the Charnwood Campus site within the Enterprise Zone.
3. To facilitate efficient and timely completion of the loan arrangements.

*Councillor Morgan returned to the meeting.*

## 45. PROCUREMENT SERVICE - CHANGES TO

Considered, a report of the Strategic Director – Commercial Development (now Strategic Director; Commercial Development, Assets and Leisure) seeking authority to enter into a Service Level Agreement with Nottingham City Council in respect of procurement services and seeking delegations to conduct negotiations and enter into said agreement (item 10 on the agenda filed with these minutes).

Councillor Seaton, Chair of the Scrutiny Commission, presented a report setting out the Commission's pre-decision scrutiny of the matter and recommendation (copy filed with these minutes).

The Strategic Director; Commercial Development, Assets and Leisure assisted with consideration of the report.

## **RESOLVED**

1. that authority be delegated to the Strategic Director; Commercial Development, Assets and Leisure to negotiate, agree and enter into a Service Level Agreement (SLA) with representatives of Nottingham City Council for the provision of procurement services to Charnwood Borough Council in line with the details provided in the report of the Strategic Director; Commercial Development, Assets and Leisure;
2. that the report of the Scrutiny Commission be noted.

### Reasons

1. In order to provide an enhanced procurement service to support the Council in delivery of savings and cost avoidance for the Medium Term Financial Strategy.
2. To acknowledge the work undertaken by and the views of the Scrutiny Commission.

## 46. COMMERCIALISM POSITION STATEMENT

Considered, a report of the Strategic Director – Commercial Development (now Strategic Director; Commercial Development, Assets and Leisure) setting out a Commercialism Position Statement and how it was intended to realise the initiative (item 11 on the agenda filed with these minutes).

Councillor Seaton, Chair of the Scrutiny Commission, presented a report setting out the Commission's pre-decision scrutiny of the matter and recommendation (copy filed with these minutes).

The Scrutiny Commission was thanked for its useful pre-decision scrutiny work both in respect of this and the previous item.

The Strategic Director; Commercial Development, Assets and Leisure assisted with consideration of the report.

## **RESOLVED**

1. that the Commercialism Position Statement be noted and approved;
2. that the report of the Scrutiny Commission be noted.

### Reasons

1. To provide clarity to Members and Officers on the meaning and rationale underpinning the Council's commercialism aims.

2. To acknowledge the work undertaken by and the views of the Scrutiny Commission.

#### 47. MEMBER DEVELOPMENT STRATEGY

Considered, a report of the Head of Strategic Support setting out a Member Development Strategy 2020-2024, for recommendation to Council (item 12 on the agenda filed with these minutes).

The Head of Strategic Support and the Democratic Services Manager assisted with consideration of the report. In concluding discussion on the benefits of virtual training/meetings, it was confirmed that, legislation permitting, officers would work to ensure virtual/hybrid options moving forward.

**RESOLVED** that it **be recommended to Council** that the Member Development Strategy 2020-2024, set out in Appendix A to the report of the Head of Strategic Support, be approved.

#### Reason

To enable the Strategy, which sets out to ensure that there is support for all members to enable them to acquire enough knowledge and a full range of skills to maximise their ability and capacity, to be adopted and inform the Council's member development activity.

#### NOTES:

1. The decisions in these minutes not in the form of recommendations to Council will come into effect at noon on Friday, 23rd October 2020 unless called in under Scrutiny Committee Procedure Rule 11.7. Decisions in the form of recommendations to Council are not subject to call in.
2. No reference may be made to these minutes at the next available Ordinary Council meeting unless notice to that effect is given to the Democratic Services Manager by five members of the Council by noon on Friday, 23rd October 2020.
3. These minutes are subject to confirmation as a correct record at the next meeting of the Cabinet.

## CABINET - 19TH NOVEMBER 2019

### Report of the Head of Planning & Regeneration Lead Member: Councillor Barkley

#### ITEM 6 Building Control Alternative Service Delivery Project

##### Purpose of Report

To seek Cabinet approval to accept the request from North West Leicestershire District Council to undertake its Building Control Service under delegated powers.

##### Recommendations

1. That the work which has been done to date on the Building Control Alternative Service Delivery Project with North West Leicestershire District Council be noted.
2. That under Section 101 of the Local Government Act 1972, Sections 19 and 9EA of the Local Government Act 2000 and Regulation 5(2)(a) of the Local Authorities (Arrangements for the Discharge of Functions) (England) Regulations 2012, the grant of the delegation of authority to Charnwood Borough Council to deliver building control services on behalf of North West Leicestershire District Council be accepted in accordance with the terms of a Delegation Agreement which is to be agreed by both Authorities.
3. That delegated authority to the Strategic Director of Community, Planning and Housing, to enable the negotiation and finalisation of the terms of Delegation Agreement with North West Leicestershire District Council Borough Council be approved.
4. Note that the Head of Paid Service will, in accordance with powers vested in him in the Constitution and subject to Cabinet approval of the acceptance of the delegation of the function, make a decision to make the consequential changes to the establishment so arising.

##### Reasons

1. To recognise the very significant amount of work undertaken by staff in both organisations over the last two years to provide a sustainable solution for the provision of Building control services in future.
2. To enable the transfer of service functions from North West Leicestershire District Council to Charnwood Borough Council.
3. To refine the detailed wording of the legal agreement and enable it to be signed.
4. To recognise the bringing together of the two Building Control teams will require a restructure that will add staffing to the establishment.

## Policy Justification and Previous Decisions

The Council's Corporate Strategy 2020-24 recognises the financial challenges facing local government ahead and the opportunity this presents to transform services to create a more efficient, effective and innovative organisation. It also seeks to be more commercial in future and to collaborate with partners and others to bring improvements to services and the Borough.

Building Control is a statutory executive (ie. Cabinet) function, set out under the 1984 Building Act. The service is concerned with ensuring new development meets the minimum standards of construction necessary to preserve the health and safety of the public as set out in the Building Regulations.

Charnwood Borough Council must provide an at-cost Building Control service under the Building Act 1984, Building Regulations 2010, Building (Local Authority Charges) Regulations 2010, any other relevant contemporaneous legislation.

## Implementation Timetable including Future Decisions and Scrutiny

Pre-decision scrutiny of the Building Control Alternative Service Delivery Project was undertaken by the Housing, Planning & Regeneration and Regulatory Services Scrutiny Committee at its meeting on 3 September 2019. The Committee resolved to inform the Scrutiny Commission that it supported the approach being taken to explore alternative service delivery models (Minute 15 19/20 refers).

A timetable for the implementation of the decision is provided in the main body of the report. It is anticipated the new service will go live on 4 January 2021 and the delegated function will be delivered over a contract term of five years and 3 months (until 31 March 2026)

Subject to Cabinet accepting the recommendations of this report, the Chief Executive will approve a new establishment structure for the Building Control Service, as required by the Delegation Agreement, under delegated authority.

## Report Implications

The following implications have been identified for this report.

### *Financial Implications*

The Heads of terms set out contractual payments from North West Leicestershire District Council to Charnwood Borough Council to cover the whole costs of Charnwood Borough Council providing a statutory non fee earning service in North West Leicestershire. This includes the service costs of £36.2k from 4 January 2021 to 31 March 2021, which will be paid on signing of the agreement. From 1 April 2021 to 31 March 2022 the service costs have been agreed at £148k and this sum will be transferred to Charnwood quarterly in advance. Future year fee setting will be overseen by the Joint Management Board and based on financial monitoring of the statutory non fee earning costs.

The arrangements are anticipated to result in a cost neutral Building Control Service for 2020/21 and realise an overall saving in the delivery of the Building Control services of £20k in 2021/22 against budget.

It should be noted that for 2020/21 a one off downward adjustment of £100K has been made in the statutory fee earning budget to reflect the impact of COVID.

### *Risk Management*

The risks associated with the decision Cabinet is asked to make and proposed actions to mitigate those risks are set out in the table below.

Risk Identified	Likelihood	Impact	Overall Risk	Risk Management Actions Planned
That the service costs arising from the delegation exceed the payment made by NWL for those services	Unlikely (2)	Significant (2)	Low (4)	The service will be overseen by a joint Management Board. Time allocation will be monitored and fees reconciled forwards or backwards as required to ensure the service costs reflect the actual service provided. In addition Extraordinary costs arising from service provision (for example a scenario such as the Birstall explosion) will be invoiced back to NWL
That vacant posts are unattractive to the market leading to a reliance on agency workers beyond six months	Likely (3)	Significant (2)	Moderate (6)	Restructure the service to develop a 'grow our own' approach including establishing career graded and apprenticeship level posts
That statutory fee income does not meet the costs of providing the service	Likely (3)	Significant (2)	Moderate (6)	Reduce the staffing levels or increase the fees depending on the causes with the aim of maintaining cost neutrality of the fee earning account from one year to the next
That either council seeks to terminate the agreement early leading to a surplus or deficit in the	Unlikely (2)	Minor (1)	Very Low (2)	There will be a 9 month notice period for exiting the agreement and a requirement to agree a means of apportioning

Risk Identified	Likelihood	Impact	Overall Risk	Risk Management Actions Planned
statutory fee earning account and/or investment made by Charnwood requiring reconciliation in-year or other financial liabilities arising from TUPE				any surplus or deficit relating to the fee earning account. Where the agreement is terminated with immediate effect arrangements are provided to ensure that Charnwood is compensated for its costs where this is evidenced. In addition, TUPE would apply in reverse with reciprocal indemnity clauses being provided.

### *Equality and Diversity*

An Equalities Impact Assessment is attached as appendix 4 background paper to this report. It identifies largely neutral impacts from the combined service although it does recognise the desire to move to online service delivery may marginalise older or disabled people notably those who are unable to engage in digital service provision. This suggests that alternative service delivery could be important for a minority of customers and therefore further EqIA may be helpful in shaping service delivery in future. The main area of potential impact for internal employees concerns caring responsibilities. However, issues raised from internal employees regarding caring responsibilities outside of the workplace will be mitigated through Smart/ Agile Working Policies to be proposed by Charnwood Borough Council.

Key Decision: Yes

Background Papers: Exempt - Project PID  
 Exempt - LABC Peer Review  
 Exempt - Building Control Outline Business Case  
 Exempt - Building Control Full Business Case

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## **Part B**

### 1. Introduction

- 1.1 This report is the culmination of two years' work to find a way to deliver a cost effective, efficient and resilient building control service across Charnwood and North West Leicestershire.

### 2. Overview of the Building Control Function

- 2.1 The Council's Building Control Function is required under the Building Act 1984 to determine applications for Building Regulation approval and to ensure its statutory fee earning account maintains cost neutrality taking one year with the next.
- 2.2 The service also provides a range of statutory services on behalf of the council (for which it cannot charge a fee), consultancy services to other internal departments and also to the market. The proportion of time spent on statutory fee earning work averages around 55%. The balance of 45% is split between providing other statutory non fee earning work (30%) and servicing the needs of other internal services (15%). The proportion of time spent on statutory and non statutory services varies throughout the year depending on service demands.
- 2.3 Since the 1980's, local authority building control has been in competition for statutory fee earning work with private sector 'Approved Inspectors'. These inspectors tend to have low business overheads and are able to choose the work they undertake. Local Authorities are statutorily obliged to be 'the provider of last resort' and are unable to turn work away. As a consequence, it is in the interests of local authority providers to actively market their service to ensure they maximise their fee earning potential so that overall they provide a cost neutral statutory fee earning service.

### 3. Project Background

- 3.1 For some years now, the Local Authority Building Control sector has been facing significant challenges from increased competition from the private sector; increased costs arising from high profile cases (such as the Lakanal House and Grenfell Tower disasters); staff retention; an aging workforce; and a shortfall of new graduate entrants into the profession.
- 3.2 Hinckley and Bosworth Borough Council, North West Leicestershire District Council and Charnwood Borough Council have been working together for some years under a s113 legal agreement to provide mutual support to each other at times of staffing and workload pressures. As challenges have increased however, this arrangement has become increasingly unsustainable.
- 3.3 In early 2018, the councils came together to redefine how building control services could be provided across their combined administrative area. The Building Control Alternative Service Delivery Joint Project Board was subsequently established in March 2018, formed of Strategic Directors from

the partner authorities and later, a legal representative from North West Leicestershire District Council.

#### 4. Joint Project Board

4.1 The Project Board agreed a Project Initiation Document at its meeting in March 2018. This set out the challenges and issues and project objectives along with the risks, scope and resources of exploring and delivering a new service format. A project team was established, led by the Head of Planning and Regeneration at Charnwood and formed of building control managers from the three authorities. Support has been provided by task and finish groups from across thematic areas such as HR, Finance, IT, Communications and Legal. Specialist advice has been obtained from LABC (representative body for local authority building control teams across England and Wales), I-Ese (a public sector owned improvement organisation) and the managing director of a local authority trading company who provided a critical friend role early in the process.

#### 5. Project objectives and approach

5.1 The project objectives agreed by the Project Board are to:

- Improve business resilience in light of external competition
- Provide a competitive career and pay structure to attract and retain suitably skilled staff
- Make more effective use of staff skills to the benefit of partners
- Have more effective training and at reduced cost
- A scalable and adaptable structure to enable wider joint working in future
- Reduce costs to the general fund of partners
- Provide a consistent service over the administrative area in scope
- Share investment in operational costs

5.2 Guided by the Joint Project Board, the Project Team considered a range of service delivery models and then tested them against the agreed project objectives. The models assessed were:

- Do nothing – maintain existing service delivery arrangements
- Outsource to an outside supplier
- Public sector mutual – Service owned and delivered by the staff
- Shared Service
- Local Authority Trading Company
- Join other existing partnerships

5.3 The option to join other partnerships was discounted early on as following soft market research, this was not an option open to the project team. The assessment of the remaining options were weighted in order of their significance based on evidence and the risk profile.

Objective	Weighting
Improve business resilience in light of external competition	5
Provide a competitive career and pay structure to attract and retain suitably skilled staff	5
Make more effective use of staff skills to the benefit of partners	4
Reduce costs to the general fund of partners	3
Share investment in operational costs	3
Provide a consistent service over the administrative area in scope	2
Have more effective training and at reduced cost	2
A scalable and adaptable structure to enable wider joint working in future	1

- 5.4 A summary of the assessment is provided in Appendix 1. It shows a local authority trading company to be the best fit to the project objectives with a shared service a close second. Project Board considered the scoring and concluded the way forward lay in either a shared service or a trading company. To that end, in October 2018 LABC were commissioned to undertake a peer review to assess the relative health of the three services to set a baseline and in December 2018 the independent consultancy i-Ese were commissioned to explore the two options further and advise Board of the risks.
- 5.5 I-Ese considered the risks associated with moving from the current baseline to a Local Authority Trading Company (LATC) model were significant and they suggested a phased approach might be preferable if partners wished to pursue a trading company model. In March 2019 the Project Board concluded that a phased approach should be followed and an outline business case was therefore prepared that envisaged an initial Shared Service moving to a LATC when critical success factors were met.
- 5.6 In April 2019, Hinckley and Bosworth Borough Council dropped out of the partnership in favour of an arrangement with Blaby District Council linked to other business relationships between the two councils. The outline business case was therefore revised to take account of the new position along with new evidence on finance and TUPE and also the implications of Brexit. In light of this new information Board agreed a revised programme in May 2019 to move straight to a local authority trading company and i-Ese commenced work on a full business case.
- 5.7 The draft full business case for a trading company was reported to Board in September 2019. However, Board considered that this option was not capable of being recommended to members, as the business development necessary to cover costs in the current and forecast market conditions were too great a risk for partners. Board asked for the full business case to be refined and then finalised to demonstrate that the option had been thoroughly tested. The final version of the full business case was signed off by the project board in March

2020. Both the outline and full business case is available to members as exempt background papers.

- 5.8 The fall back position subsequently agreed by Project Board in March 2020 was to develop the existing s113 legal agreement and to share building control services across the two administrative areas. After a hiatus during the early stages of the pandemic lock down, draft heads of terms were prepared and an implementation plan was agreed in July 2020. That plan envisaged a report to cabinet members in October with an implementation date of 4 January 2021
- 5.9 In August 2020, officers were advised that the building control manager at North West Leicestershire had resigned leaving only 1 FTE admin support in their team. Service demands are currently being met by the manager and 1.5 FTE agency staff and 1 FTE admin post with officer support from Charnwood under the existing S113 legal agreement. However, Charnwood is unable to provide any further capacity to support North West Leicestershire under the existing S113 agreement and as a consequence North West Leicestershire has formally proposed to delegate its statutory building control functions to Charnwood.
- 5.10 As a consequence of this turn of events, Project Board agreed a new implementation plan to roll out a combined service agreed in a delegation under S101 of the Local Government Act. The heads of terms for this agreement are attached as Appendix 2 to this report.

## 6. The proposals

- 6.1 At its meeting on 10 November 2020 North West Leicestershire District Council's Cabinet resolved to delegate its Building Control function to Charnwood Borough Council under Section 101 of the Local Government Act 1972, Sections 19 and 9EA of the Local Government Act 2000 and Regulation 5(2)(a) of the Local Authorities (Arrangements for the Discharge of Functions) (England) Regulations 2012 and in accordance with the terms of a Delegation Agreement, which is to be agreed by both Authorities. Broadly, the Delegation Agreement covers:
- The term of the delegation – 5 years and 3 months (from 4 January 2021)
  - The resources being transferred in terms of budget and staff
  - The practical operation of the statutory fee earning and non-fee earning accounts/work
  - The costs to be paid by North West Leicestershire District Council
  - Arrangements for the verification and invoicing for Statutory non fee earning work
  - TUPE implications on delegating the function and should the delegation be
  - rescinded
  - Terms of reference of an officer management board which will monitor finance, performance and the business plan for the service,
  - KPIs
  - Indemnities, dispute resolution and termination/exit provisions.

- 6.2 In essence the agreement would delegate to Charnwood Borough Council the responsibility for providing statutory fee earning and statutory non fee earning elements of North West Leicestershire's building control service from 4 January 2021 until 31 March 2026. The details of the services within these two categories are set out in Schedule 1 of the Heads of Terms. Members will be aware that the Charnwood Building Control service also provides other statutory services including Street Naming and Numbering and Footpath Diversion Orders as well as discretionary services to the market including environmental performance certificates and consultancy. These services are unaffected by the proposals and will continue to be provided.
- 6.3 The agreement requires Charnwood to define a service structure as soon as reasonably practicable to ensure an effective service can be provided across both councils' administrative areas. The two North West Leicestershire staff (1 FTE) are to be transferred to the Charnwood establishment under TUPE and indemnities will be provided for pensions and redundancy liabilities. To provide time for a new structure to be established and for recruitment to take place, the existing agency workers will be invited to contract with Charnwood through the Matrix system. 100% of the increased cost of the agency workers over establishment staff will be funded by North West Leicestershire for six months and for a further six months at 50%. The agreement provides for a reciprocal arrangement by Charnwood in the event the delegation is not continued beyond the contract term.
- 6.4 The new service will be guided by a Joint Management Board made up of senior management representatives from both councils. The terms of reference for the Board are contained in Schedule 3 of the agreement.
- 6.5 The Service will operate from Southfields but is expected to be agile with touch down space provided in both council office locations for staff and for customers. The agreement requires Charnwood inter alia to:
- Create and maintain the schedule of fees and charges
  - Define a staffing structure to ensure an effective and competent service is provided over the joint area
  - Provide a means for time recording to evidence charges for services provided to North West Leicestershire
  - Provide information to North West Leicestershire's S151 officer to enable the annual statement to be prepared and published as required by Regulation 6 of the Building (Local Authority Charges etc.) Regulations 2010
  - Make staff available to service corporate project work at North West Leicestershire as required, which Charnwood may invoice for on a quarterly basis on a 'pay as you go' basis.
- 6.6 There are expected to be costs to set the joint service up. The cost to recruit staff to vacant posts (£7.5k) and time management software (£6k) are to be met by North West Leicestershire. Costs to train staff (£2.7k), refresh and align websites (£8k), and to support the marketing strategy (£3k) will be shared between the two councils. The total start up costs for Charnwood are therefore estimated at £6,850, which will be met from the reinvestment reserve.

- 6.7 In exchange for providing the statutory non fee earning service in North West Leicestershire, Charnwood will receive payment of £148k in 2021/22. This fee is calculated on the actual costs to provide the statutory fee earning service taken from the budget out turn in 2019/20 less one-off in year costs. Appendix 3 provides a summary of the budget actuals from 2016/17 onwards for both councils. For the period from 4 January 2021 to 31 March 2021, North West Leicestershire will transfer £36.2k, this being a pro rata sum from the 2020/21 budget, to provide the statutory non fee earning service. These payments will meet the expected expenditure on salaries for a revised service structure and its operational costs in so far as this relates to the statutory fee earning activity.
- 6.8 Charnwood will provide the statutory fee earning service in North West Leicestershire's administrative area at its own cost but will be able to retain the fees earned from that activity, which in accordance with legislation must cover its costs with any surplus or deficit being ringfenced to the fee earning account 'taking one year to the next'. North West Leicestershire will not subsidise any deficits.
- 6.9 The contract may be terminated by either party by giving 9 months' notice; however, if notice is not possible North West Leicestershire may terminate with immediate effect subject to paying compensation to Charnwood for any financial losses this causes.

## 7. Staff consultation

- 7.1 Staff have been engaged in the project from its inception through staff meetings, emails and organised workshop events. A Communications Task and Finish Group with representatives from across the partnership has guided these communications and there is a good level of understanding about the project and its objectives amongst staff. Staff will be consulted further on proposals to restructure the service in due course.

## 8. Structural changes required

- 8.1 The proposals involve the transfer of 2 members of staff (1 FTE) to Charnwood under TUPE and the requirement for Charnwood to provide additional staff resources to fulfil the statutory role in North West Leicestershire. There will therefore need to be an increase in the establishment to ensure that the statutory service can be provided across both administrative areas. The Head of Paid Service has been consulted and is minded to make consequential changes to the establishment, subject to Cabinet's decision on receiving the delegation, using powers delegated to him in the Constitution.

## 9. Project implementation plan

- 9.1 The new Building Control Service will go live on 4 January 2021. The key steps to ensure this happens are:

<b>What?</b>	<b>By When?</b>
Review fees and charges	End of November 2020
Develop marketing plan	End of November 2020
Review staff protocols and procedures	End of December 2020
Prepare Service plan	End of December 2020
Finalise legal agreement and sign	End of December 2020
Procure time recording system and train staff in its use	End of December 2020
Restructure the Service including staff consultation and decision	End of December 2020
<b>New Service goes live</b>	<b>4 January 2021</b>
Recruitment to vacant posts	January to April 2021

## 10. High level Communications plan

10.1 A communications plan has been prepared for the project:

<b>Date</b>	<b>Activity</b>	<b>Channel</b>	<b>Message</b>
<b>2020</b>			
September	SLT and SLT briefings	Meeting	Update on project
October	Cabinet Member briefing	Meeting	Update on project
November (around cabinet)	Internal communications to update all staff (non-building control)	Staff newsletter/email	Update on project
November (around time of Cabinet)	All member briefing	Email	Update on project and timescales
November (post cabinet)	Prepare joint statement for possible trade press/media interest	media	High level overview of project
November	Develop Marketing Strategy including services being offered, target audiences, channels and objectives	N/A	N/A
November	Start developing branding (utilising some initial work carried out in 2019)	November	
November	Create project brief for joint website and seek detailed costings	November	
December	Appoint website company	December	
<b>2021</b>			
January	Internal comms for staff and members about new service going live	Internal channels	Service is operational

<b>Date</b>	<b>Activity</b>	<b>Channel</b>	<b>Message</b>
January	External Comms on going live	Various	TBC
Jan/Feb	Build website	N/A	N/A
March	Launch website / new single identity	PR, Social, Email, plus internal	Quality building control for projects of all sizes

## 11. Marketing strategy

11.1 A Marketing Strategy will be developed and approved by the Joint Management Board. Its purpose will be to set out the approach to retain and then grow market share in the statutory fee earning side of the business. This is particularly important given the departure of key personnel from North West Leicestershire and the need to establish working relationships with their client base. A small budget allocation of £3k will be made for this purpose in 2020/21, funded from the start up costs mentioned in paragraph 6.6 above, to assist with branding merchandise for the new service.

## Appendices

- Appendix 1 – Options appraisal
- Appendix 2 – S101 Legal Agreement - Heads of Terms
- Appendix 3 – Budget summaries
- Appendix 4 – Equalities Impact Assessment

Appendix 1 – Score card - total weighted scores and assessment

Service consideration	Do nothing – Provider of last resort	Score	Outsource	Score	Shared Service	Score	Local Authority Trading Company	Score	Public Service Mutual	Score
<p><b>Improved business resilience</b></p> <p>(Provision to attract and retain key staff is required and cover when not available, thereby providing continuity and resilience).</p>	<ul style="list-style-type: none"> <li>Most individual authorities too small to be cost effective and resilient, taking account of leave, sickness, training etc.</li> <li>Highly exposed to aging staff profile and likely to result in gaps in experience and expertise as staff retire in the coming years.</li> <li>Loss of staff to competitors able to offer better remuneration package and inability to compete due to organisational pay policies</li> <li>Bureaucratic and reactive recruitment processes mean posts cannot be quickly filled at time of need resulting in gaps in service provision to customers.</li> <li>Inadequate resources to support the training of new staff within individual organisations</li> </ul>	0	<ul style="list-style-type: none"> <li>BC service not seen as attractive for outsourcing unless part of a wider suite of services</li> <li>Could bring management expertise and new cultural practice to turn around failing service</li> <li>De-risks the provision of commercial services but statutory function will still need to be funded by partners</li> <li>Could outsource part of the function e.g. plan check to another Authority or LABC</li> <li>Not particularly popular option with staff – may lead to staff losses</li> <li>Work may be shipped outside local area – loss of Employment</li> <li>Would require OJEU procurement exercise on an on-going basis and cost to manage contract</li> <li>Potentially a loss of added value and support to other LA services</li> <li>Relationship and service performance reliant on contract only</li> <li>Negotiation of ongoing staff contracts or TUPE</li> <li>Would not provide for extended statutory functions such as Dangerous structures cover, SNN, Searches service etc.</li> <li>Local Authority status – loss of brand identity</li> </ul>	45	<ul style="list-style-type: none"> <li>Resilience created by greater scale where several LA Building control service come together</li> <li>More opportunity for efficient use of staff resource – greater efficiency from pooling and training</li> <li>More effective use of specialist staff across a number of Authorities</li> <li>Salaries still restricted by LA pay scales, therefore a risk for staff retention and future recruitment arising from competition from private sector</li> <li>Restrictive LA processes may still be in place – pay policy, recharging for back office services etc</li> <li>Negotiation of ongoing staff contracts or TUPE</li> <li>Greater resource to facilitate in house training of new staff</li> <li>Greater resources to provide for extended statutory functions such as Dangerous structures cover, SNN, Searches service etc.</li> <li>Potential Loss of individual Local Authority brand identity</li> </ul>	70	<ul style="list-style-type: none"> <li>Remaining part of the public sector family, retain consumer trust and brand identity</li> <li>Providing a more commercial environment</li> <li>Could offer additional “profitable” services – greater staff development opportunities</li> <li>Could offer performance related pay and/or more flexible remuneration packages (e.g. lesser pensions more salary) or linked to fee earning potential. More closely matched market rates – retain and attract best staff</li> <li>Develop bespoke trading company policies and reduce bureaucracy</li> <li>Negotiation of ongoing staff contracts or TUPE</li> <li>Greater resource to facilitate in house training of new staff</li> <li>Greater resources to provide for extended statutory functions such as Dangerous structures cover, SNN, Searches services etc</li> <li>Potential Loss of individual Local Authority brand identity</li> </ul>	60	<ul style="list-style-type: none"> <li>Offers staff a degree of ownership/control over the new organisation</li> <li>Could offer staff incentives &amp; performance related pay – attractive to some</li> <li>TUPE considerations – this would not be a public sector body – unattractive to some</li> <li>No Staff have asked to take on the risk</li> <li>Potential pension risks – admitted body status but company at risk</li> <li>Potential Loss of individual Local Authority brand identity</li> <li>Inadequate resource to support the training of new staff</li> </ul>	30
<p><b>Reduction of costs to the General Fund</b></p> <p>(The significant reduction of overall service budgets over the short and medium through efficiencies, a reduction in overhead. Have the ability to break even or generate surplus. Have the ability to realise surpluses and reinvest in service Development)</p>	<ul style="list-style-type: none"> <li>Small scale efficiency savings are likely to have been achieved</li> <li>Maybe some scope for LEAN engineering savings but scale of operation may be a draw back</li> <li>Small teams often oscillate between overstaffing or under servicing</li> <li>Could trade but don't have the reliable resource (scale, marketing or management) to offer additional profitable services</li> <li>Internal support services may be over priced</li> </ul>	0	<ul style="list-style-type: none"> <li>Charges regulations apply to all Local Authority Building Control providers, in-house or outsourced; e.g. the fee-earning service must be delivered at cost.</li> <li>Although efficiencies could potentially be made through outsource company there would also need to be an element put to shareholder profits</li> <li>If an existing service is poorly managed/ performing, the outcome from outsourcing is likely to achieve better results</li> <li>Would incur OJEU procurement exercise costs</li> <li>Contractual arrangements</li> </ul>	27	<ul style="list-style-type: none"> <li>Economies of scale could provide significant opportunities to make more effective use of resource and reduce overheads</li> <li>The likely introduction would allow for a reduction in management functions – reducing duplication of activities and monitoring.</li> <li>Maybe some scope for LEAN engineering savings</li> <li>Although management requirements would be reduced, restructuring should utilise and market this expertise – Danger of skilled staff setting up in competition.</li> <li>Market Leverage - Opportunities in greater</li> </ul>	39	<ul style="list-style-type: none"> <li>Charges regulations to all providers of the LA Building Control service e.g. the fee earning service must be run at cost</li> <li>Opportunity to re-evaluate and minimise the cost to Authorities of the non fee-earning service. E.g. Individually determine the charge</li> <li>Opportunity to commercialise the service and offer additional profitable services – profits returned to the service/Authority</li> <li>Develop added value community services</li> <li>No need for OJEU procurement</li> <li>Only incur one set of overheads</li> <li>All benefits derived from shared service working e.g. economies</li> </ul>	36	<ul style="list-style-type: none"> <li>Charges regulations to all providers of the LA Building Control service e.g. the fee earning service must be run at cost</li> <li>Could potentially realise operational savings but likely to be limited as a single service</li> <li>Could profit from additional value added services</li> <li>Where would profits go? Dependent on ownership and shareholder agreements</li> <li>Would incur OJEU procurement costs</li> <li>Additional costs would be incurred in running and managing the contract</li> <li>Heavily dependent on well negotiated contract. Potential</li> </ul>	9

Service consideration	Do nothing – Provider of last resort	Score	Outsource	Score	Shared Service	Score	Local Authority Trading Company	Score	Public Service Mutual	Score
	<ul style="list-style-type: none"> <li>Has usually been effective in delivering a break even service but market conditions have changed putting greater pressure on the service</li> </ul>		<ul style="list-style-type: none"> <li>can be inflexible and very costly to change</li> <li>Income from additional services unlikely to be shared with LA</li> <li>Additional costs would be incurred in running and managing the contract</li> <li>Heavily dependent on well negotiated contract. Potential extra cost to the LA if the contract is not robust</li> </ul>		<ul style="list-style-type: none"> <li>purchasing power</li> <li>Rationalisation – e.g. buy 1 IT system instead of 3</li> <li>One set of overhead costs instead of 3</li> <li>Internal support services may be over priced</li> </ul>		<ul style="list-style-type: none"> <li>of scale, more effective use of resource etc could also be realised by an LATC if encompassing more than one Authority</li> </ul>		<ul style="list-style-type: none"> <li>extra cost to the LA if the contract is not robust</li> </ul>	
<b>Shared Investment in operational costs</b>  (Including IT, training, ongoing training of existing staff and maintaining professional competence)	<ul style="list-style-type: none"> <li>Very limited or no potential for further cost sharing. continued standalone costs</li> </ul>	0	<ul style="list-style-type: none"> <li>Any identified investment would form part of any contract at cost and would not have any spin off benefit to the LA</li> </ul>	27	The ability to share costs of: <ul style="list-style-type: none"> <li>IT</li> <li>Staff training and time resource</li> <li>Equipment</li> <li>Training and competency.</li> <li>Back office support</li> <li>Management and admin</li> </ul>	36	The ability to share costs of: <ul style="list-style-type: none"> <li>IT</li> <li>Staff training and time resource</li> <li>Equipment</li> <li>Training and competency.</li> <li>Back office support</li> <li>Management and admin</li> </ul>	45	<ul style="list-style-type: none"> <li>Any identified investment would form part of any contract at cost and would not have any spin off benefit to the LA</li> </ul>	0
<b>More effective use of skills to the benefit of partners</b>  (The Councils require the ready and accessible provision of high quality and professional services through a skilled generic and specialist workforce)	<ul style="list-style-type: none"> <li>Existing staff have the professional skills but there is an aging workforce.</li> <li>Difficulty recruiting new staff on LA rates vs competition</li> <li>Pensions costs are high but not necessarily attractive to millennials</li> <li>LAs train staff then lose them to the competition</li> <li>Little staff development outside of BC or on larger commercial projects in smaller Authorities</li> </ul>	0	<ul style="list-style-type: none"> <li>LA may not have necessary Contract management or Building Control management of contract skills</li> <li>LA unlikely to have any control over range of services offered by outsource company</li> <li>Outsource likely to have nationwide staff resource – less local employment</li> <li>It could provide great flexibility in developing services outside the admin. boundaries of the existing authorities.</li> <li>It is likely to be national (or at least regional) and therefore would not wish to be restricted by the authority boundaries.</li> <li>lack of control over the quality over individual staff who may be encouraged to put profit above quality of work</li> <li>Opportunity to widen service could be at the expense of other work that is important but less profitable.</li> </ul>	12	<ul style="list-style-type: none"> <li>Existing staff have the professional skills but there is an aging workforce.</li> <li>Greater resource and opportunity to expand wider skill set</li> <li>Opportunity for staff to develop skills and work on broader range of projects</li> <li>Opportunity to offer a wider range of services</li> <li>Remuneration issues may still be prevalent</li> <li>Likely to have the resource to train new staff but may not be able to keep them once qualified</li> </ul>	56	<ul style="list-style-type: none"> <li>New conditions would encourage positive performance and commercial culture</li> <li>Autonomy and ambition</li> <li>Opportunity for staff to develop skills and work on broader range of projects</li> <li>Performance Related Pay linked to results</li> <li>Attract back the best staff</li> <li>Opportunity to expand range of services and staff development</li> <li>Have resource to train new staff</li> </ul>	60	<ul style="list-style-type: none"> <li>Employee ownership can "empower" staff and could potentially have a beneficial impact on: involvement; commitment; creativity; and performance.</li> <li>If a small organisation and staff are unhappy – potential risk for instability</li> <li>Existing staff would have the professional skills but aging workforce</li> <li>Difficulty recruiting new staff on LA rates vs competition</li> </ul>	36
<b>More effective and reduced costs of training</b>  (Individual LA's don't have the staff time resource individually to support on the job and academic training Hi risk of increased cost	<ul style="list-style-type: none"> <li>Little or no opportunity to either take on trainees or make cost savings on on-gong training of existing staff</li> </ul>	0	<ul style="list-style-type: none"> <li>Any identified investment would form part of any contract at cost and would not have any spin-off benefit to the LA</li> </ul>	18	<ul style="list-style-type: none"> <li>Potential to share costs and target expenditure in required areas</li> <li>Likely to have the resource to train new staff but may not keep them once qualified</li> </ul>	18	<ul style="list-style-type: none"> <li>Potential to share costs and target expenditure in required areas</li> <li>Likely to have the resource to train new staff and more likely to keep them once qualified provided salary package rewards skills and fee earning results</li> </ul>	22	<ul style="list-style-type: none"> <li>Little or no opportunity to either take on trainees or make cost savings on on-gong training of existing staff</li> </ul>	0

Service consideration	Do nothing – Provider of last resort	Score	Outsource	Score	Shared Service	Score	Local Authority Trading Company	Score	Public Service Mutual	Score
of maintaining/evidencing professional competence)										
<p><b>A suitable structure for future development if wider joint working is pursued</b></p> <p>(A suitable delivery model that secures the LA's Services can better 'control' the specification of work and ensure their requirements are met appropriately and efficiently. Have the ability to undertake non statutory functions as well as statutory functions ability to discharge its statutory function to a predetermined performance, standard and cost avoiding reputational damage and litigation)</p>	<ul style="list-style-type: none"> <li>Unlikely to have scale, resource or expertise to commercialise and expand the service</li> <li>Drive, determination and incentives to improve the service are unlikely to be as great as in other model options.</li> <li>Main focus for authorities is likely to be efficiencies and reducing cost over all their services.</li> <li>Under the current model there is likely to be limited opportunity to realise extra income as the corporate structure restricts the ability to deal with extra capacity.</li> <li>The quality and service provided largely limited to experienced and knowledgeable but declining staff numbers - Feedback indicates majority of Authorities provide good service but some are failing due to resource issues.</li> <li>Restricted budgets may hamper recruitment. Limited opportunity or resource to achieve additional income</li> <li>Lack of marketing expertise – therefore difficulty in winning more profitable BC work</li> <li>Increasing quality and service level would be under strain on the existing capacity</li> <li>Some LAs have a one size fits all approach – not winning more valuable commercial work</li> </ul>	3	<ul style="list-style-type: none"> <li>Assumption that a private company would have strong commercial footing with commercial focus and culture</li> <li>Could turn around poorly performing services</li> <li>LA would need a very detailed scope of service and contract which includes reviews</li> <li>LA would still be responsible for some non-income generating statutory functions related to elements of the service</li> <li>Outsource company would likely be able to deliver a range of service but LA unlikely to profit from it.</li> <li>Services provided would be based on profitability not necessarily focused on service levels or service recipients.</li> <li>Some work may be done by staff not in the local area – local employment</li> <li>LA lack of influence over what the Outsource company does between contract periods</li> </ul>	1	<ul style="list-style-type: none"> <li>Would likely have scale of resource to facilitate commercialisation and expansion of service</li> <li>Performance management across a larger unit more likely to produce results.</li> <li>Would be able to invest in commercial roles e.g. sales and marketing</li> <li>Capacity and scale to undertake marketing – win more profitable work</li> <li>May be hampered by internal bureaucracy and protocols of host authority</li> <li>The capacity of a larger organisation would also make it feasible to identify capacity to undertake other activities which would not be possible in a small organisation.</li> <li>The quality and service provided largely down to experienced and knowledgeable staff.</li> <li>Better access to larger resource of staff with specialist skills</li> <li>Better consistency of service across a region</li> <li>Capacity to develop service profile for different market segments</li> <li>Has the capability to expand beyond the initial group of LA's</li> </ul>	13	<ul style="list-style-type: none"> <li>Could achieve same benefits as a shared service if more than one Authority involved</li> <li>Keeps LA ownership, public trust and brand identity</li> <li>LATC could benefit from close relationships with Council e.g. planning, etc. to help support commercial activities.</li> <li>Autonomy to provide customer focused services and commercial approach to increase income</li> <li>Possibility to allow dual remuneration packages (cost to employer same) offering an opportunity to enhance salaries but reduce other benefits – to compete with private sector</li> <li>Possibility to allow for performance related pay to compete with private sector for best staff</li> <li>Scale and ability to target commercial customers with possibility to significantly increase revenues.</li> <li>Teikal exemption applies – no procurement necessary</li> <li>LA could benefit from financial return or enhanced services</li> <li>Unlike LA Building Control the LATC can focus purely on BC customers Develop additional service of benefit to LA –e.g. maximisation of LA property assets</li> <li>Develop additional services of benefit to community e.g. energy awareness (pro bono for some?)</li> <li>Flexibility to offer bespoke service where needed</li> <li>Less bureaucracy and more customer focused approach and would have the capacity to develop additional profitable services and offer more consistency</li> <li>Has the capability to expand beyond the initial group of LA's</li> </ul>	12	<ul style="list-style-type: none"> <li>Likely to be providing a good customer service as staff 'bought in to' the service</li> <li>Private company – this really is another form of out sourcing – what control does the Authority have?</li> <li>Has freedom to decide which work it will or won't focus on</li> <li>Can't afford to do non fee earning work for nothing</li> <li>If it is a small unit, unlikely to have the resource to full exploit commercial opportunities</li> <li>Likely to have strong team relationships and motivated staff</li> <li>LA would need a very detailed scope of service and contract which includes reviews</li> <li>Could have strong relationship with LA but it couldn't dictate priorities</li> <li>Would have the autonomy to function effectively and reinvest in the service</li> <li>It will also enable the incentivisation of staff which can assist in the commercial nature of the Organisation in seeking to hit commercial targets.</li> <li>PSM can't utilise 'Teikal' exemption, so the award of a contract to the employee spin-out can only be made after a compliant tendering exercise, no guarantee the PSM would win.</li> </ul>	3
<p><b>Service consistent over a wider geographic area</b></p> <p>(Greater access to work and provision of service to clients outside existing operation boundaries and better</p>	<ul style="list-style-type: none"> <li>Potential for operating over a larger market area is extremely limited and related to staff resources/capacity</li> </ul>	0	<ul style="list-style-type: none"> <li>Operational area defined by the contract and the company's ability to meet SLA targets</li> </ul>	20	<ul style="list-style-type: none"> <li>Potential for operating over a larger market area boundaries defined by participating LA's and staff resources/ capacity</li> </ul>	24	<ul style="list-style-type: none"> <li>Potential for operating over a larger market area boundaries defined by participating LA's and staff resources/ capacity</li> </ul>	26	<ul style="list-style-type: none"> <li>Operational area defined by the contract and the Mutual's ability to meet SLA target.</li> </ul>	24

Service consideration	Do nothing – Provider of last resort	Score	Outsource	Score	Shared Service	Score	Local Authority Trading Company	Score	Public Service Mutual	Score
allocation of resource)										
<p><b>A competitive career and pay structure to retain suitably skilled staff.</b></p> <p>(The opportunity to offer salaries and T&amp;C's to recruit and retain staff in the open market which current structure restrict or prevents)</p>	<ul style="list-style-type: none"> <li>Comparative salary profile against competitors suggests future difficulties in retaining and attracting the best (any) recruits, as salaries would be restricted to existing authority pay scales.</li> </ul>	15	<ul style="list-style-type: none"> <li>Pay is set by the contractor at competitive rates</li> </ul>	60	<ul style="list-style-type: none"> <li>Salaries still restricted by LA pay scales, therefore a risk that future recruitment and retention of 'best staff' is inevitable</li> <li>Restrictive LA processes may still be in place</li> </ul>	30	<ul style="list-style-type: none"> <li>Removal of restrictions of LA pay structures and constraints</li> <li>Could offer performance related pay and or more flexible remuneration packages e.g. lesser pensions more salary. More closely matched market rates – retain best staff</li> </ul>	60	<ul style="list-style-type: none"> <li>Could offer performance related pay and or more flexible remuneration packages e.g. lesser pensions more salary. More closely matched market rates – retain best staff</li> </ul>	15
<b>Total weighted scores</b>		<b>18</b>		<b>210</b>		<b>286</b>		<b>321</b>		<b>117</b>

## Appendix 2 – Heads of Terms

**Heads of Terms**  
**Building Control Delegation of Services Agreement**  
 Between  
**North West Leicestershire District Council**  
 And  
**Charnwood Borough Council**  
Subject to Contract

No.	Item	Term
1.	Parties	<p><b>North West Leicestershire District Council</b> of Council Offices, Coalville, Leicestershire, LE67 3FJ (“NWLDC”)</p> <p><b>Charnwood Borough Council</b> of Southfield Road, Loughborough, LE11 2TX (“CBC”)</p>
2.	Recitals	<p>A) NWLDC require CBC to provide and adequate and effective Building Control Service</p> <p>B) NWLDC require CBC to develop a methodology of increasing fee earning financial viability whilst also improving key non-fee earning activity</p>
3.	Authority	This Agreement is made under the provisions of Regulation 5(2)(a) of the Local Authorities (Arrangements for the Discharge of Functions) (England) Regulations 2012 and Sections 19 and 9EA of the Local Government Act 2000
4.	Commencement	4 <sup>th</sup> January 2021
5.	Duration	<p>For a period not more than 5 years and 3 months from the date of commencement</p> <p>Cabinet decision needed to take back the delegated service before the end of the agreed duration.</p>
6.	Services	<p>Charnwood Borough Council must provide an at-cost Building Control service under the Building Act 1984, Building Regulations 2010, Building (Local Authority Charges) Regulations 2010, any other relevant contemporaneous legislation, and any changes to relevant legislation (e.g. Building Safety Bill) for NWLDC. This will include both fee earning and non-fee earning services. As set out in Schedule 1</p> <p>Where NWL has control to do so they shall</p>

		endeavour to offer CBC first refusal on the NWL building control work (for example when building its own properties).
7.	Resource and allocation	<p>NWLDC will transfer to CBC two part time Building Control Support Officers (equivalent to one full time post) from 4.1.21</p> <p>NWLDC will provide to CBC financial data relating to the fee earning and non-fee earning accounts for the previous 3 financial years, and the corresponding FE/NFE split</p> <p>CBC shall seek to reduce the ongoing costs of the service and share any savings with NWL in future years. This is to be an item for discussion at the Management Board.</p> <p>CBC are to define a staffing structure as soon as reasonably practicable after its cabinet agrees to receive the delegation to ensure an effective Building Control service can be provided across both councils' geographical areas, ensuring adequate capacity and competency within NWLDC.</p> <p>NWLDC will fund the difference in salary costs (over and above the usual establishment and agency salary costs) of the two agency posts for a period up to 6 months, and then 50% of the additional salary costs of the agency staff, up to 12 months from the date of commencement, in order to allow CBC to implement the new team structure. CBC shall invoice NWLDC for this and NWLDC shall pay CBC quarterly in advance.</p>
8.	Finance	<p>To account for the transitional period, NWLDC will provide CBC with the pro rata statutory NFE budget for 20/21. NWLDC will pay CBC the money at the beginning of the Agreement.</p> <p>For the financial year 2021/2022, NWL shall pay a one off upfront fee based on its 19/20 budget outturn for the statutory non-fee earning work (less an agreed amount in year for one off costs). This shall be paid quarterly and in advance and shall be £148k subject to quarterly reconciliation.</p> <p>For the financial years 2022/2023 onwards CBC shall set the statutory non-fee earning budget based on the principals at Schedule 2. The budget shall be subject to approval of the board and then paid in</p>

		<p>advance to CBC by NWL quarterly.</p> <p>In addition to this quarterly reconciliation, CBC shall provide quarterly financial information to NWL for monitoring purposes and the information required for the annual statement of accounts. This shall align with finance timetables and shall be reported via the Management Board.</p> <p>Exceptional costs relating to statutory NFE work (e.g. should there be an event like the Birstall gas explosion) shall be billed to NWL on a time costs basis as part of the budget reconciliation. These shall be billed on a quarterly basis.</p> <p>Internal consultancy work shall be billed on a time cost basis with an estimated cost for the work being agreed up front on each occasion between the parties. These shall be billed on a quarterly basis.</p> <p>CBC will operate within the requirements of the Building (Local Authority Charges etc) Charges Regulations, and CIPFA guidance for Building Control.</p> <p>CBC will retain payment for all statutory fee earning Building Regulation work. NWLDC will not subsidise any deficit that may be accrued, other than to pay for additional agency costs resulting from the current vacancies, and for a period not exceeding that agreed in Section 6 above.</p> <p>In compliance with CIPFA guidance<sup>1</sup> CBC shall:</p> <ul style="list-style-type: none"> <li>• ring fence any operating surplus or deficit from the Building Regulation fee earning account;</li> <li>• balance out the account 'taking one year with the next';</li> <li>• identify fee earning expenditure; and</li> <li>• work out hourly rates for fees and charges back to the general fund.</li> </ul> <p>CBC are to keep a balance between increasing fee earning income, and responding to non-fee earning demands e.g. effective enforcement, and vice versa.</p>
9.	Location of Delivery	The principal location for management of the service and Building Control Staff will be CBC's Council

<sup>1</sup> CIPFA Local Authority Building Control Accounting Guidance for England and Wales (2010)

		<p>Offices where touchdown/office space will be made available. NWLDC will also provide touchdown/office space for two officers at their offices for Building Control staff, and facilities to meet with customers.</p> <p>Both authorities will make available for the use of either parties office space and reception facilities for the administration of the service at both office locations (details to be clarified).</p> <p>The primary location of work for all Building Control staff will determined from time to time in light of the prevailing circumstances (Covid) and may include, but is not limited to the employee’s home address, provided the employee has sufficient space, and the home environment to work from home – Subject to DSE assessment</p>
10.	Charges	<p>CBC shall be responsible for setting and implementing a common scheme of charges for Building Regulation work.</p> <p>CBC shall provide NWLDC’s S151 officer with sufficient information for them to make the annual statement as required by Regulation 6 of the Building (Local Authority Charges etc.) Regulations 2010</p> <p>CBC and NWLDC shall agree a means of recording officer time spent on statutory non fee earning work.</p> <p>CBC shall invoice NWLDC for the agreed statutory non fee earning work budget prior to the beginning of each financial year. NWL shall make payment of the annual budget prior to the commencement of the new financial year.</p> <p>CBC shall provide a time recording/report to NWL at an agreed frequency. This shall be checked and reconciled and notified to CBC within 10 days by NWLDC</p> <p>And any discrepancy against fees quoted shall be identified to the invoicing authority within 30 days.</p> <p>Any dispute over invoices shall be escalated in accordance with the Dispute Resolution Procedure.</p> <p>The Authority receiving the invoice shall pay the undisputed amount within 30 days.</p>

		<p>Each Party recognises that at the beginning and end of this Agreement there will be part complete work where:</p> <ul style="list-style-type: none"> <li>- work has been paid for and started but not complete; or</li> <li>- paid for and not started.</li> </ul> <p>The Parties agree to reconcile these differences fairly and proportionately according to the work done and fees received.</p> <p>Identifying list of the above work, are we paying over fees/proportion of fees or keeping fees and CBC invoice on basis of agreement about the remaining work required</p>																					
11.	Set up costs	<p>Both Parties shall contribute to the set up costs as set out below. CBC shall be responsible for delivering carry out each of the set up items.</p> <p>Within 7 days of the commencement of this Agreement NWL will pay over its contribution to CBC:</p> <table border="1"> <thead> <tr> <th>Item</th> <th>Costs</th> <th>ask of NWL</th> </tr> </thead> <tbody> <tr> <td>Recruitment</td> <td>£2500 x 3 BC inspectors</td> <td>£7,500</td> </tr> <tr> <td>Training for new team from LABC</td> <td>£2,700 for whole team</td> <td>£1,350</td> </tr> <tr> <td>Refresh of both websites</td> <td>£4,000-£8,000 for both LAS</td> <td>£4,000</td> </tr> <tr> <td>Marketing</td> <td>£3,000</td> <td>£1,500</td> </tr> <tr> <td>Case management/time recording system</td> <td>£2,000-£6,000</td> <td>£6,000</td> </tr> <tr> <td>Total</td> <td></td> <td>£20,350</td> </tr> </tbody> </table>	Item	Costs	ask of NWL	Recruitment	£2500 x 3 BC inspectors	£7,500	Training for new team from LABC	£2,700 for whole team	£1,350	Refresh of both websites	£4,000-£8,000 for both LAS	£4,000	Marketing	£3,000	£1,500	Case management/time recording system	£2,000-£6,000	£6,000	Total		£20,350
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12.	Employment Status	<p>NWLDC will transfer all Building Control staff to CBC. TUPE will affect The Building Control Support Officer post (1FTE – 2 People)</p> <p>NWLDC will terminate the employment of all agency staff and CBC will re-employ the same staff through their respective agencies.</p>																					

13.	Indemnity	<p>NWLDC shall indemnify CBC against any third party claims made against it in relation to complete or part complete work done prior to this Agreement.</p> <p>Upon termination of this Agreement CBC shall indemnify CBC against any third party claims made against it in relation to complete or part complete work done during the term of this agreement.</p> <p>CBC shall indemnify NWLDC against any third party claims made against them in relation to work done under this Agreement for the duration of the Agreement and 6 years after.</p>
14.	Termination	<p>CBC may terminate the arrangement on 9 months' notice.</p> <p>Despite delegating responsibility for the service to CBC, NWLDC shall at all times retain the ability to undertake the statutory service of Building Control.</p> <p>If NWLDC wish to revert to undertaking its statutory responsibility itself, where possible it shall give CBC 9 months notice of its intention to withdraw its delegation.</p> <p>Where notice is not possible, NWLDC shall have the ability to terminate this agreement with immediate effect. To reflect the financial effects of this NWLDC shall pay to CBC compensation to reflect any financial losses evidenced by CBC.</p> <p>Ideally the end of any agreement should coincide with the end of a financial year.</p> <p>Termination of the arrangement outside of the contract period will require NWLDC Cabinet approval</p> <p>In the event of a material breach, insolvency or convictions for bribery by any party, the other party may terminate with immediate effect.</p>
15.	Responsibilities on exit, expiry or termination	<p>At the end of the contract, a TUPE-type situation may apply if an employee or employees are working mostly for the party that is not their employer (NWLDC)</p> <p>Therefore the parties agree:</p>

		<ul style="list-style-type: none"> <li>- If TUPE applies <ul style="list-style-type: none"> <li>o NWLDC will accept all Employees to whom TUPE applies, who meet the requirements around competency, qualifications and workload assessment relevant to the workload to be transferred back to NWLDC.</li> <li>o If TUPE applies to more staff than NWLDC needs and redundancies follow, redundancy costs will be paid by the party from which the employee had transferred</li> </ul> </li> </ul> <p>CBC will terminate the employment of any agency staff and NWLDC will re-employ the same staff through their respective agencies, subject to competency issues identified above.</p> <p>CBC will fund the difference in salary costs (over and above the usual establishment and agency salary costs) of any agency posts for a period up to 6 months, and then 50% of the additional salary costs of the agency staff, up to 12 months from the date of transfer, in order to allow NWLDC to implement a new team structure if the transferred posts are vacant.</p> <p>Prior to termination or expiry:</p> <ul style="list-style-type: none"> <li>- CBC to provide TUPE information</li> <li>- CBC to establish a list of on-going work.</li> </ul> <p>Reciprocal Indemnity Clause to be applicable if TUPE applies to cover pensions and/or redundancies.</p> <p>NWLDC and CBC to undertake an assessment of the work to be transferred back to NWLDC and identify the staffing resource needed to allow a balanced fee earning account (taking one year with the next)</p> <p>CBC to provide NWLDC financial data relating to the fee and non-fee earning accounts for the current and previous three financial years.</p> <p>CBC and NWLDC to agree a means of paying NWLDC the residual fees for work not commenced, and not completed, taking into account any work that CBC may already of undertaken, and be entitled to be paid for through the charging regime for fee earning work.</p>
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		CBC and NWLDC to agree a means of apportioning any surplus or deficit relating to the fee earning account.
16.	Governance	A Management Board will be set up and operate in accordance with Schedule 3.  The Management Board may meet at additional frequencies with reasonable notice to all parties.
17.	Reporting/Time Recording	CBC to develop a time recording system in order to justify charges to NWLDC for non-fee earning work for NWLDC
18.	Support services	NWLDC will provide or do the following:- <ul style="list-style-type: none"> <li>• Access, use, maintenance and upgrading of Building Control back office ICT systems (Currently Idox) – unless existing data is migrated to CBC</li> <li>• Diversion of existing land line numbers to CBC for a defined period of 12 months with a message to say that the numbers are changing and providing the new numbers.</li> <li>• Touch down/meeting space</li> <li>• Year-end accountancy (Reg. 6 Statement)</li> <li>• Customer Services – redirection of customers</li> </ul>
19.	Telephony	CBC to provide new mobile phone handsets.  NWLDC to migrate existing Building Control mobile phone numbers to CBC for customer continuity  NWLDC to divert Building Control land lines to CBC for a period up to 12months, for customer continuity
20.	Data	NWLDC will allow CBC unrestricted access to all current and historic Building Control records  CBC will allow NWLDC unrestricted access to all current and historic Building Control records that relate to NWL. This clause will remain in place indefinitely beyond termination of this Agreement.
21.	Identity	The Management Board is to agree the identity of the delegated service.
22.	Recruitment	CBC to be responsible for the recruitment and retention of all staff, subject to TUPE requirements.  CBC to develop a new structure and recruitment as

		<p>soon as reasonably practicable after its cabinet agrees to receive the delegation.</p> <p>NWLDC will fund the difference in salary costs (over and above the usual establishment and agency salary costs) of the two agency posts for a period up to 6 months, and then 50% of the additional salary costs of the agency staff, up to 12 months from the date of commencement, in order to allow CBC to implement the new team structure.</p> <p>The parties shall share the cost of redundancies if work drops (based on average split of work done for each Party)</p>
23.	NWLDC Projects	<p>CBC will make available a suitably experienced member of the Building Control team for relevant projects undertaken by NWLDC that require or would benefit from Building Control input, e.g. Carbon Zero Roadmap, new social housing schemes.</p> <p>This would be classified as non-statutory fee earning work and the cost to CBC reimbursed according to Section 9 above.</p>
24.	Civil Contingencies	<p>CBC to make available suitably qualified and/or experienced staff in order to meet NWLDC's obligations under the Civil Contingencies Act 2004, and any subsequent statutory responsibility.</p>
25.	Dispute resolution	<p>In the event of a dispute resolution will be attempted by escalation internally, then mediation before instigating court proceedings.</p> <p>Where a service complaint is received, this will be dealt with by the relevant council corporate complaint process.</p> <p>Where there is a sub-board disagreement, this will be resolved by the Management Board.</p> <p>Where there is disagreement at Management Board, then the respective Chief Executives will resolve the dispute.</p>
26.	FOI	<p>All parties will assist and support the others in responding to FOI and EIR requests in accordance with statutory timescales.</p>

27.	Data Processing	Each party is a data controller in respect of personal data it holds. Each party shall comply with the DPA. Each party will indemnify the other parties for losses they suffer due to the indemnifying parties' breaches of the DPA.
28.	Law	English Law, Courts of England have jurisdiction.

## Schedule 1

### The Statutory Services

Function	Fee Earning	Non Fee Earning
Registration and determination of Full Plans applications	Y	
Registration and determination of Building Regulation applications for the benefit of disabled people		Y
Registration and consideration of Building Notice applications	Y	
Registration and consideration of Regularisation applications	Y	
Registration and consideration of 'Reversion' applications		Y
Site inspections to determine compliance with Building Regulations on deposited and valid applications	Y	
Site inspections to determine compliance with Building Regulations for works for the benefit of disabled people		Y
Issuing of completion certificates	Y	
Pre-application advice	Y	Y
Give advice in response to general enquiries		Y
Setting of a scheme of charges	Y	Y
Setting of fees and charges for individual schemes	Y	Y
Relaxation of Building Regulations		Y
Investigate accusations of unauthorised work		Y
Take enforcement action under Section 35 of the Building Act 1984		Y
Take enforcement action under Section 36 of the Building Act 1984		Y
Representing the local authority at an appeal against a refusal to relax Building Regulations		Y

Representing the local authority at an appeal against the giving of a Section 36 Notice		Y
Representing the local authority at an appeal at Crown Court		Y
Registration and consideration of Initial Notices		Y
Maintain register of Initial Notices		Y
Consideration of Plans Certificates		Y
Registration and consideration of Amendment Notices		Y
Registration and consideration of Section 51C Notices		Y
Consideration of a request to extend the time available to issue a final certificate		Y
Acceptance and consideration of Final Certificates		Y
Serving Notice under Section 32 of the Building Act 1984		Y
Registration of Competent Person Scheme Notifications		Y
Investigate reports of dangerous structures, including 'out of hours'.		Y
Take action, including applying to the Magistrates Court, under Section 77 of the Building Act 1984		Y
Take action under Section 78 of the Building Act 1984		Y
Represent the local authority in proceedings at Magistrates Court to recover costs		Y
Registration and consideration of demolition notices		Y
Serving of demolition counter notice		Y
Investigate complaints resulting from demolition works		Y
Take enforcement action to ensure compliance with demolition counter notice		Y
Advice to NWLDC (services and members)		Y
Participation in NWLDC initiatives		Y
Liaison with NWLDC Planning enforcement and Environmental Health		Y
Responding to FOI and EIR enquiries relating to NWLDC		Y

## **Schedule 2**

### **Management of the Building Control Accounts**

#### **General Principle**

- CBC to work out the statutory fee earning/statutory non fee earning split
- Board to agree the statutory fee earning/ statutory non fee earning split for each financial year of the agreement
- CBC to provide NWLDC with their statutory non-fee earning budget request by the start of NWLDC's annual budget process (usually October)
- CBC to seek the right balance between statutory fee earning and statutory non-fee earning work
- CBC to ensure that the statutory fee earning account does not subsidise the statutory non-fee earning or other discretionary work, and vice versa.

#### **Statutory Fee Earning Work**

- Statutory fee earning activity is defined by the Building (Local Authority Charges) Regulations 2010 and any subsequent fees legislation
- CBC will create a scheme of charges as defined by the regulations for 2021/22 and subsequent years of this agreement
- CBC will charge a fee in accordance with those regulations, and CIPFA guidance, in order to fully recover the fee earning costs, taking one year with the next.
- CBC will take payment for all Building Regulation fee income
- CBC will be responsible for the payment VAT on Building Regulation fee income and any payment to HMRC
- CBC will be responsible for the recovery and enforcement of unpaid income.
- CBC will use its best endeavours to recover the cost of unpaid income, emergency work, work undertaken in default and enforcement costs from the client. If after 9 months this money has not been recovered, CBC may invoice NWLDC for the costs. CBC shall continue to pursue the client and upon recovery shall reimburse NWLDC including any interest accrued.

#### **Statutory Non-Fee Earning Work**

- NWLDC statutory non-fee earning activity is paid for by the taxpayers of NWLDC
- CBC to keep a record of all statutory non-fee earning work carried out on behalf of NWLDC
- Statutory Non-fee earning costs to be paid for in accordance with the agreed methodology in section 8 of the main agreement
- Income from copy documents, dangerous structures etc. to be paid direct to CBC

- The Management Board to agree the statutory non-fee earning budget and notify NWLDC in accordance with NWLDC's budget process
- Any expenditure incurred out of hours and triggers s77 Building Act must be notified to us.
- CBC can spend up to £5,000 where there is an emergency. Where expenditure is more than £5,000 CBC shall notify NWLDC's Incident Control Officer (ICO).
- NWLDC to provide to CBC their rota for ICO support along with contact details.
- Any out of hours response requiring attendance by a building control officer to an incident at a council property which in the professional judgement of the building control officer is significant or one where somebody has been injured or killed or triggers the councils responsibilities under the civil contingencies act should be notified to the ICO as soon as practicable on the night.
- Both Council's to discuss initiatives to increase the efficiencies and economies of scale in the provision of statutory non fee earning work in order to reduce the burden on their general funds.

#### **Other discretionary work required by NWLDC**

- Discretionary work required by NWLDC is paid for by the taxpayers of NWLDC.
- CBC to keep a record of all discretionary work it is asked to carry out on behalf of NWLDC
- costs to be agreed in advance and paid for in accordance with the agreed methodology in section 8 of the main agreement

#### **Trading Income**

- CBC Income and expenditure for trading or other services e.g. Environmental Performance Certificates and fire risk assessments, to be kept separate from any accounts relating to the delegated functions.
- CBC to discuss with NWLDC initiatives to increase Trading Income for both parties.

## **Schedule 3**

### **Joint management Board Terms of Reference**

#### **Building Control board – terms of reference**

The Management Board will meet to oversee the delivery and future development of the Building Control function that has been delegated to CBC by NWLDC. The board may delegate the performance monitoring tasks to a sub group that meets more frequently.

#### **Purpose of the Building Control board (BCB)**

The purpose of the Management Board is to ensure that the Building Control service meets its obligations in the delegation agreement and where necessary, determine any future involvement of NWLDC and CBC in further developing the delegated Building Control function, e.g. creation of a local authority trading company.

#### **Members of the board**

- Relevant Service Directors at CBC and NWL – 2 seats
- Head of Legal and Commercial Services at NWL – 1 seat
- Head of Finance at CBC - 1 seat
- Head of Planning and Regeneration Services at CBC - 1 seat
- Head of Planning and Infrastructure at NWL – 1 seat

#### **Chair**

The Board will be chaired by a Service Director.

The Chair will be decided at the first meeting of the Board and shall remain in office for 1 year.

#### **Voting**

1 seat = 1 vote

Chair has the casting vote

#### **Officers supporting the Board**

- Building Control Team Leader
- Project Management/secretarial support as may be required
- Other officers may be invited depending upon the subject matter, for example comms, ICT, HR, external consultants, finance reps from NWL as required.

#### **Reports to the Board**

- Reports will be presented to the board by the Head of Planning and Regeneration on behalf of the combined service and on behalf of both councils, unless the matter relates specifically to NWLDC.

- Agenda papers and reports will be circulated ahead of the board meetings providing reasonable opportunity for board members to review them

### **Sub-Group**

The sub-group will meet quarterly to monitor performance, non-fee earning activity, and payment for work carried out on behalf of NWLDC under this scheme of delegation.

### **Members of the Sub-Group**

- NWLDC Head of Planning and Infrastructure
- CBC Head of Planning and Regeneration Services
- CBC Building Control Manager
- CBC Building Control service accountant
- NWLDC Finance Team Manager

### **Chair of the Sub-Group**

The chair of the Sub-Group will rotate between the Heads of Service from NWLDC and CBC on an annual basis

### **Frequency of meetings/agendas**

- The board will meet annually
- The sub-group will meet quarterly

### **Scope of work**

The board will consider, review and decide as appropriate:

<b>Board</b>	<b>Comment</b>
Statutory changes to the Building Control system in England	Due in the next 12-24 months
Develop a marketing strategy to promote the new service to customers, and how it can be accessed.	To mitigate any confusion with NWLDC customers if there is a name change.
Annual review of fees and charges for statutory fee earning and statutory non-fee earning work	Delete subject to Browne Jacobson advice Could be delegated to CBC
Annual review of charges for services provided to NWLDC and quarterly reconciliation	
Endorsement of the building control business plan	
Endorsement of the draft budgets	
Strategic objectives for the delegated service and any further development of an LATC	
Annual report	

Key Performance indicators	
The commercial position of the delegated service and forecast income levels	
Any commercial and operational risks to the service and the mitigation	
Any other aspects of these joint arrangement which require consideration and review including the ToR of the Management Board	
Continuation of the agreement beyond the initial duration of the agreement	
Termination of the Agreement	
Review CBC methodology of increasing fee earning financial viability whilst also improving key non-fee earning activity	
Handle issues of Dispute Resolution	

## Schedule 4

### Key performance indicators

The purpose of these indicators is to enable the Management Board to review the operation of the delegated function. These KPI's may be subject to change at the discretion and agreement of the Management Board.

Ref	KPI	Target
01	The percentage of valid applications acknowledged within 2 working days of deposit	100%
02	The percentage of valid full plans applications determined or checked within 10 working days from deposit	75%
03	The percentage of valid full plans applications determined or checked within 15 working days from deposit	85%
04	The percentage of site inspections carried out on the date agreed	100%
05	The percentage of site inspection notes recorded within 2 working days of inspection	100%
06	In a survey of Statutory fee earning customers, the percentage of respondents that said they were satisfied with the service at level of good or above	90%
07	The percentage of demolition notices responded to within 5 working days with a visit to site, or counter notice served	100%
08	The percentage of live jobs that are contacted within 90 working days of the previous contact (does not need to be site visit) for work received after the 4 <sup>th</sup> January 2021	100%
09	The number of commencements in the calendar year (this should include individual plots)	N/A
10	The number of completion certificates issued in the calendar year (this should include individual plots)	N/A
11	The percentage of dangerous structures assessed within 2 hours of receiving notification during working hours The percentage of dangerous structures assessed within 4 hours of receiving notification out of working hours	100% 100%
12	The market share for: <ul style="list-style-type: none"> <li>• Domestic extensions, alterations, or refurbishments (not including small works with a value less than £1000)</li> <li>• New build housing (expressed for both Initial Notices and Building Reg. applications in number of units)</li> <li>• Non-domestic work</li> </ul>	TBC TBC TBC
13	The percentage of competent person notifications registered on the back office system within one week of receipt	100%
14	The percentage of valid Initial Notices registered and accepted within 5 working days of receipt	100%
15	The Building Regulation statutory fee earning account breaks even taking 'one year with the next'	ok
16	The Statutory non-fee earning account costs no more than the agreed budget (subject to the quarterly reconciliations)	ok

## Appendix 3 – Budget Summaries

Charnwood  
BC

	2017/18 (actual)			2018/19 (actual)			2019/20 (actual)			2020/21 (budget)		
	stat fee earning (000)	non chargeable (000)	combined (000)	stat fee earning (000)	non chargeable (000)	combined (000)	stat fee earning (000)	non chargeable (000)	combined (000)	stat fee earning (000)	non chargeable (000)	combined (000)
employees	£208	£135	£343	£202	£135	£337	£208	£139	£347	£226	£151	£377
Service costs	£88	£127	£216	£81	£64	£144	£94	£66	£160	£83	£58	£141
total costs	£296	£262	£559	£283	£199	£481	£302	£205	£507	£309	£209	£518
Total income	-£176	-£102	-£278	-£191	-£27	-£218	-£198	-£43	-£241	-£196	-£46	-£242
surplus/deficit			£281			£263			£266			£276

NWLDC

	2017/18 (actual)			2018/19 (actual)			2019/20 (actual)			2020/21 (budget)		
	stat fee earning (000)	non chargeable (000)	combined (000)	stat fee earning (000)	non chargeable (000)	combined (000)	stat fee earning (000)	non chargeable (000)	combined (000)	stat fee earning (000)	non chargeable (000)	combined (000)
employees	£101	£102	£203	£103	£78	£181	£136	£112	£248	£135	£91	£226
Service costs	£44	£66	£110	£36	£50	£86	£64	£93	£157	£62	£54	£116
total costs	£145	£168	£313	£139	£128	£267	£200	£205	£405	£197	£145	£342
Total income	-£204	-£18	-£222	-£157	-£5	-£162	-£200	-£15	-£215	-£175	-£2	-£177
surplus/deficit			£91			£105			£190			£165

## Appendix 4

### **Equality Impact Assessment 'Knowing the needs of your customers and employees'**

#### ▪ **Background**

An Equality Impact Assessment is an improvement tool. It will assist you in ensuring that you have thought about the needs and impacts of your service/policy/function in relation to the protected characteristics. It enables a systematic approach to identifying and recording gaps and actions.

#### ▪ **Legislation- Equality Duty**

As a local authority that provides services to the public, Charnwood Borough Council has a legal responsibility to ensure that we can demonstrate having paid due regard to the need to:

- ✓ Eliminate discrimination, harassment and victimisation
- ✓ Advance Equality of Opportunity
- ✓ Foster good relations

For the following protected characteristics:

1. Age
2. Disability
3. Gender reassignment
4. Marriage and civil partnership
5. Pregnancy and maternity
6. Race
7. Religion and belief
8. Sex (Gender)
9. Sexual orientation

What is prohibited?

1. Direct Discrimination
2. Indirect Discrimination
3. Harassment
4. Victimisation
5. Discrimination by association
6. Discrimination by perception
7. Pregnancy and maternity discrimination
8. Discrimination arising from disability
9. Failing to make reasonable adjustments

**Note: Complete the action plan as you go through the questions**

▪ **Step 1 – Introductory information**

Title of the policy	Building Control Shared Service: Charnwood Borough Council & North West Leicestershire District Council.
Name of lead officer and others undertaking this assessment	Richard Bennett (CBC), Chris Elston (NWL), Andy Beard (CBC), David Darlington (NWL), Suzanne Kinder (CBC), Miriam Bentley-Rose (NWL)
Date EIA started	March 2018
Date EIA completed	October 2020

▪ **Step 2 – Overview of policy/function being assessed:**

Outline: What is the purpose of this policy? (Specify aims and objectives)
<p>Following approval from both Cabinets, to authorise the transfer of delivery of the Council's Building Control Service from North West Leicestershire District Council to Charnwood Borough Council.</p> <p>Under Section 101 of the Local Government Act 1972, Sections 19 and 9EA of the Local Government Act 2000 and Regulation 5(2)(a) of the Local Authorities (Arrangements for the Discharge of Functions) (England) Regulations 2012 that the appropriate delegated authority be granted to Charnwood Borough Council to deliver building control services on behalf of North West Leicestershire District Council and in accordance with the terms of a Delegation Agreement which is to be agreed by both Authorities.</p> <p>Finalisation of the terms of the Delegation Agreement will follow consultation with staff and negotiation of terms with Charnwood Borough Council.</p> <p>It is anticipated that the joining of Building Control Teams, from both authorities, will provide greater resilience, competitiveness and economies of scale. The specific objectives are set out in the Head of Terms are:</p> <ul style="list-style-type: none"> <li>▪ Improving business resilience in light of external competition</li> <li>▪ Competitive career and pay structure to attract and retain suitably skilled staff</li> <li>▪ More effective use of skills to the benefit of partners &amp; customers</li> <li>▪ Reduction of costs to the general fund</li> <li>▪ Shared investment in operational costs</li> </ul> <p>Building Control Services equates to an 'economic undertaking' and therefore TUPE will apply in these circumstances. If the remaining staff at NWLDC (admin support) only do this job within the council then the rules of TUPE will apply to them. Unless they object to the transfer, in which case their employment will end, they must move to CBC on as close to identical terms as their current contracts of employment. As part of the TUPE process there is a duty on NWLDC to inform and potentially consult with the transferring employees as well as any employees of CBC whose jobs may be affected as a result of the NWLDC employees joining.</p>
What specific group/s is the policy designed to affect/impact and what is the intended change or outcome for them?
The policy results in a change in the way the local authority building control function is delivered by both authorities in the future. Currently this is by two councils independent of one another. It is proposed to provide building control services for the both authority areas (listed above) by one body under a delegated shared service arrangement.
Which groups have been consulted as part of the creation or review of the policy?

Internal employees have been, and will continue to be, consulted on any necessary changes. Any equalities impacts raised throughout this consultation have been considered accordingly.

External consultation is not considered necessary because the service operates in a commercial environment and its customers are therefore able to self-select who they obtain services from. However, should the delivery model change significantly in the future, then a further EIA may be required as appropriate.

▪ **Step 3 – What we already know and where there are gaps**

List any existing information/data do you have/monitor about different diverse groups in relation to this policy? Such as in relation to age, disability, gender reassignment, marriage and civil partnership, pregnancy & maternity, race, religion or belief, sex, sexual orientation etc.

Data/information such as:

- Consultation
- Previous Equality Impact Assessments
- Demographic information
- Anecdotal and other evidence

Demographic information has been collated to identify population trends between the two areas of Charnwood & North West Leicestershire.

Information has been collated (and consultation undertaken) for consideration of the internal employees within this revised approach to service delivery.

What does this information / data tell you about diverse groups? If you do not hold or have access to any data/information on diverse groups, what do you need to begin collating / monitoring? (Please list)

There is a wide ranging population within both Charnwood & North West Leicestershire (based on the protected characteristics) and both areas have significantly different demographics with regards to population trends.

Due to the small number of employees that are likely to be affected by the revised approach to service delivery, any statistical information gathered regarding these staff members will not be published. This will allow anonymity and ensure staff members cannot be identified based on their protected characteristics. However, any equalities impacts raised have been considered accordingly.

▪ **Step 4 – Do we need to seek the views of others? If so, who?**

In light of the answers you have given in Step 2, do you need to consult with specific groups to identify needs / issues? If not please explain why.

Due to way the service operates in a commercial environment, customers self-select who they obtain building control services from based on cost and business relationships, it is not envisaged further information is required regarding specific groups.

Trade unions will be consulted as part of the proposed TUPE arrangements and any equality concerns will be addressed as part of the consultation process.

▪ **Step 5 – Assessing the impact**

In light of any data/consultation/information and your own knowledge and awareness, please identify whether the policy has a positive or negative impact on the individuals or community groups (including what barriers these individuals or groups may face) who identify with any 'protected characteristics' and provide an explanation for your decision (please refer to the general duties on the front page).

**Comments**

<b>Age</b>	The delegated shared service is likely to accelerate the movement to online service delivery which could potentially marginalise some older customers, but this is a general trend for service provision in local government and so is expected to be a neutral factor. A further EIA will be conducted separately, to assess the impacts, if this change in service delivery is likely to occur.
<b>Disability (Physical, visual, hearing, learning disabilities, mental health)</b>	The delegated shared service is likely to accelerate the movement to online service delivery which could potentially marginalise some of our customers with disabilities. This is a general trend for service provision in local government and so is expected to be a neutral factor. A further EIA will be conducted separately, to assess the impacts, if this change in service delivery is likely to occur.  Issues raised from internal employees regarding caring responsibilities outside of the workplace will be mitigated through Smart/ Agile Working Policies to be proposed by Charnwood Borough Council.
<b>Gender Reassignment (Transgender)</b>	The delegated shared service is likely to have a neutral impact in terms of gender reassignment.
<b>Race</b>	The delegated shared service is likely to have a neutral impact in terms of race.
<b>Religion or Belief (Includes no belief)</b>	The delegated shared service is likely to have a neutral impact in terms of religion or belief.
<b>Sex (Gender)</b>	The delegated shared service is likely to have a neutral impact in terms of gender.
<b>Sexual Orientation</b>	The delegated shared service is likely to have a neutral impact in terms of sexual orientation.
<b>Other protected groups (Pregnancy &amp; maternity, marriage &amp; civil partnership)</b>	The delegated shared service is likely to have a neutral impact in terms of other protected groups.
<b>Other socially excluded groups (carers, low literacy, priority neighbourhoods, health inequalities, rural isolation, asylum seeker and refugee communities etc.)</b>	The delegated shared service is likely to have a neutral impact in terms of other socially excluded groups. Issues raised from internal employees regarding caring responsibilities outside of the workplace will be mitigated through Smart/ Agile Working Policies to be proposed by Charnwood Borough Council.

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.

Please note:

- a) If you have identified adverse impact or discrimination that is illegal, you are required to take action to remedy this immediately.
- b) Additionally, if you have identified adverse impact that is justifiable or legitimate, you will need to consider what actions can be taken to mitigate its effect on those groups of people.

The main area of potential impact concerns age, disability; notably customers feeling marginalised from choosing local authority building control service by virtue of the ability to engage with online service delivery. This suggests an ability to provide service in a number of alternative ways might be important for a minority of customers. A further EIA will be conducted separately, to assess the impacts and provide mitigating actions, if this change in service delivery is likely to occur.

The main area of potential impact for internal employees concerns caring responsibilities. However, issues raised from internal employees regarding caring responsibilities outside of the workplace will be mitigated through Smart/ Agile Working Policies to be proposed by Charnwood Borough Council.

Summarise your findings and give an overview as to whether the policy will meet Charnwood Borough Council's responsibilities in relation to equality and diversity (please refer to the general duties on the front page).

The joining of Charnwood Borough Council and North West Leicestershire District Council building control teams, to provide a single building control service, is not in itself likely to present any differential impacts on protected groups. However, should any further changes to service delivery be proposed or occur, a further EIA will be conducted separately to understand if there is any potential for impacts to arise.

■ **Step 6- Monitoring, evaluation and review**

Are there processes in place to review the findings of this Assessment and make appropriate changes? In particular, how will you monitor potential barriers and any positive/ negative impact?

The Building Control Shared Service Heads of Terms, and associated implementation plan, will continue to be monitored via a joint Project Board for the delegated shared service.

Any further changes to the business model will be appraised to understand if there are any potential impacts and to provide a scheme of mitigation. Again, this will be evaluated and monitored by the joint Project Board (as appropriate).

How will the recommendations of this assessment be built into wider planning and review processes? e.g. policy reviews, annual plans and use of performance management systems.

As stated above.

■ **Step 7- Action Plan**

**Please include any identified concerns/actions/issues in this action plan:**  
**The issues identified should inform your Service Plan and, if appropriate, your Consultation Plan**

Reference Number	Action	Responsible Officer	Target Date
001	Review CBC's new agile working policies to ensure Building Control staff are not adversely affected by the preferred business model before it is finalised to assess any potential for differential impact.	Head of Planning & Regeneration	December 2020
002	If further changes to service delivery be proposed or occur, a further EIA be conducted to understand any potential for impacts to arise.	Head of Planning & Regeneration	Ongoing

■ **Step 8- Who needs to know about the outcomes of this assessment and how will they be informed?**

	Who needs to know (Please tick)	How they will be informed (we have a legal duty to publish EIA's)
<b>Employees</b>	Y	Employee will be informed as part of the internal consultation process.  A Communications Plan has been prepared and approved by the Project Board. Service users and stakeholders will be informed as specified in this Plan.
<b>Service users</b>	Y	
<b>Partners and stakeholders</b>	Y	
<b>Others</b>	Y	
<b>To ensure ease of access, what other communication needs/concerns are</b>	Y	

there?		
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■ **Step 9- Conclusion (to be completed and signed by the [Service Head](#))**

<b>Please delete as appropriate</b>
<b>I agree with this assessment / action plan</b>  Richard Bennett (CBC) Chris Elston (NWL)
<b>If <i>disagree</i>, state action/s required, reasons and details of who is to carry them out with timescales:</b>
<b>Signed (Service Head):</b>  
<b>Date: 23 October 2020</b>

[Please send completed & signed assessment to Suzanne Kinder for publishing.](#)

## CABINET – 19TH NOVEMBER 2020

### Report of the Head of Planning and Regeneration Lead Member: Councillor Jonathan Morgan

#### Part A

#### ITEM 7     SHEPSHED TOWN CENTRE PUBLIC REALM IMPROVEMENT PROJECT

##### Purpose of Report

To seek in principal approval of the scheme design for public realm improvement works in Market Place, Bull Ring, Hall Croft and Field Street in Shepshed town centre so that a Section 278 application to the County Highway Authority, work on preparing Traffic Regulation Orders and the necessary detailed technical work on the construction design drawings can proceed.

##### Recommendations

1. That the draft project scheme design proposals, including the draft redesign option for Market Place, as outlined in Part B and Appendices 1 and 4 of this report be approved in principle;
2. That authority be delegated to the Head of Planning and Regeneration in consultation with the Cabinet Lead Member to make necessary modifications to the scheme design and specification in the period leading up to and during the submission of the Section 278 application in response to comments from the County Highway Authority;
3. That the phased approach to implementing the project, detailed in Section 14 Part B of the report, be approved;
4. That authority be delegated to the Head of Planning and Regeneration to accept £600k of grant funding for the project from the LLEP Business Rates Pool Fund;
5. That authority be delegated to the Head of Planning and Regeneration to seek out additional funding, as may be necessary, to deliver the whole scheme; and
6. That authority be delegated to the Head of Planning and Regeneration to enter into a Section 278 Legal Agreement with Leicestershire County Council, along with any other contracts and legal obligations necessary, to prepare the scheme for implementation.
7. That authority be delegated to the Head of Planning and Regeneration to undertake a procurement process for a contractor and the required professional support services, as set out in Part B of the report.

## Reasons

1. To ensure that Members are in agreement with the draft detailed scheme design (including the redesign option for Market Place) in principle so that the final scheme drawings and specification can be completed and submitted to the County Highway Authority to secure the necessary approval to carry out works on the public highway and agree any necessary TROs in order that the final construction drawings can be prepared;
2. To enable further minor modifications to the final scheme drawings and specification to be made in response to any technical advice and requirements made by the County Highway Authority leading up to and during the Section 278 and TRO processes;
3. To ensure that a scheme of works can be prioritised and delivered in a phased way, within the available budget;
4. To enable the grant agreement relating to the approval of £600k capital funding from the LLEP Business Rates Pool Fund to be signed and used as match funding for this project.
5. To respond to the provisions of the constitution that limit the delegated authority of Heads of Service to accept grant funding above £200k without separate cabinet approval;
6. To obtain agreement with Leicestershire County Council that the proposed works can be undertaken on the public highway and that any other legal agreements and requirements to prepare the final scheme design for implementation can be secured;
7. To obtain the required Cabinet approval for a procurement process exceeding £500,000.

## Policy Justification and Previous Decisions

The new Corporate Strategy 2020 – 2024 is committed to supporting and fostering strong economic growth in Charnwood. In support of that overarching commitment the strategy aims to support high streets to become more diverse places with successful retail businesses whilst respecting the heritage of town centres.

The Shepshed Town Centre Masterplan was approved by Shepshed Town Council in 2013. The Masterplan outlines a strategic vision to improve the overall economic health and vitality of the town centre. It focuses interventions on a linked 'spine' of complementary public realm improvements around three clearly defined centres: the Bull Ring, Market Place and Hall Croft. For each of the three 'destinations', the Masterplan set out an illustrative plan for public realm improvements. This project has set out to implement these proposals to the extent currently possible in light of present physical and technical opportunities and constraints and the level of resources available.

The Corporate Strategy also sets out the vision to care for the environment and create healthy communities. The Shepshed Town Centre Public Realm Improvement

Project is expected to make a significant contribution to achieving this vision through the business plan actions for 2021/22 and 2022/23.

### Implementation Timetable including Future Decisions and Scrutiny

The project has been progressed to a draft detailed design stage and this has been subjected to a public consultation exercise in September and October 2020. The remaining elements of the project plan programme are as follows:

- Development of final scheme drawings and specification following public consultation (November to December 2020)
- Borough Council to submit a Section 278 application to the County Highway Authority for approval of the scheme drawings and specification (December 2020)
- Scheme approval by County Highway Authority and update to Traffic Regulation Orders as required (January to March 2021)
- Borough Council procurement process to appoint a Principal Contractor to deliver the street works and appoint specialist professional services to support the Council in the management of the construction contract (April to June 2021).
- Cabinet Report – appoint contractor (June to July 2021)
- Contractor commence street works (August 2021)
- Completion of street works (August 2022)

### Report Implications

The following implications have been identified for this report.

#### *Financial Implications*

The total amount of capital funding currently secured for the project in the Capital Plan is £1.2m. This is made up by external funding £600k from the Business Rates Pool Fund and £600k from the Council's own capital reserves.

The initial estimates for the indicative capital cost of delivering the whole scheme, based on the current draft scheme designs, have been calculated on the basis of standard 'low' and 'high' end estimates. The initial 'high end' estimate for the capital cost of delivering the whole scheme is approximately £1.415m. In addition to the capital scheme cost, the Council will be required to either make a one-off up front commuted sum payment to the County Council or enter into an annual maintenance agreement to cover future public realm maintenance works in the scheme area. The value of the commuted sum is calculated on a scheme by scheme basis but is generally in the region of around 10% of the capital cost of the scheme.

The table below provides a breakdown of the initial capital cost estimates for the four key elements of the scheme and the commuted sum, which are:

	<b>'Low' Estimate</b>	<b>'High' Estimate</b>
Market Place	£800k	£1.1m
Bull Ring	£70k	£110k
Hall Croft	£70k	£100k
Field Street	£10k	£20k
Commuted Sum	£60k	£85k
<b>Total</b>	<b>£1.01m</b>	<b>£1.415m</b>

On the basis of the initial 'high end' cost estimate, there would be a potential funding shortfall of £215k. Members will note that once the scheme design has been agreed a value engineering exercise will be undertaken to identify where any cost savings may be able to be made. Members will also note that the final cost of the scheme will not be determined until the tender from the preferred contractor has been accepted.

In the eventuality of a funding shortfall, the preferred response is to seek supplementary funding to enable the whole scheme to be delivered in one contract. If additional funding is not secured in the immediate term, it is proposed to adopt the phased approach outlined below to deliver the scheme, according to available resources. This phasing has been agreed with both the Shepshed Town Team and the Shepshed Town Council.

- Phase One: Market Place
- Phase Two: Bull Ring
- Phase Three: Hall Croft
- Phase Four: Field Street

### *Risk Management*

The risks associated with the decision Cabinet is asked to make and proposed actions to mitigate those risks are set out in the table below.

<b>Risk Identified</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Overall Risk</b>	<b>Risk Management Actions Planned</b>
Restrictions imposed by Govt. arising from COVID-19 leading to delays in construction programme and increased costs.	Likely (3)	Serious (3)	Moderate (9)	Construction programme include contingency to accommodate delay. Contractor set out clear plan to respond to prevailing restrictions. Communication Plan set out measures to mitigate impact on local businesses and residents.
Insufficient resources secured to deliver the whole scheme.	Likely (3)	minor (1)	Low (3)	Scheme designed to provide flexibility to implement street works in phases, according to availability of resources

<b>Risk Identified</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Overall Risk</b>	<b>Risk Management Actions Planned</b>
Delays during preparation of detailed design and construction phase	Likely (3)	Significant (2)	Moderate (6)	Robust Project Plan and project management and monitoring procedures.
Inability to appoint highway contractors with appropriate capacity, skills and experience due to national economic situation	Likely (3)	Significant (2)	Moderate (6)	Use of approved Frameworks including those provided by Crown Commercial Services Limited to pre-qualify potential contractors prior to procurement.

### *Equality and Diversity*

An Equality Impact Assessment (EIA) has been prepared for the proposed Scheme. A copy of the EIA is attached at Appendix 2 to this report. A number of design modifications have been made to the Scheme to improve safety and accessibility, especially for pedestrians and those with greater mobility needs and visual impairment. Following the preparation of draft detailed designs for the Scheme, these will be subject to a Road Safety Audit and a Mobility Audit and assessment by the County Highway Authority. Further scheme modifications may be required as a result.

### *Crime and Disorder*

The guiding principles for the project have been to make the area a more attractive and safer destination for residents, shoppers and visitors, improve trading conditions for local businesses and achieve simplicity in design, whereby the scheme will only consider features of interest that will not attract anti-social behaviour nor cause longer term issues such as maintenance or long term asset management difficulties. The proposed street furniture has been designed to discourage anti-social behaviour and vandalism.

### *Sustainability*

The scheme seeks to promote pedestrian and cycle access to the town centre and provides for additional cycle parking facilities in Market Place, Hall Croft and Bull Ring. The scheme also promotes landscaping and additional trees in Market Place and additional landscaping in Hall Croft and Bull Ring, which will assist in absorbing air pollution.

Key Decision: Yes

Background Papers: Shepshed Town Centre Masterplan (2013)

<https://www.charnwood.gov.uk/pages/shepsheddraftmasterplan>

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### Appendices

1. Project briefing on Design Proposals for Shepshed Public Realm Project
2. Equality Impact Assessment
3. Snapshot of Comments from Shepshed Public Consultation Exercise
4. Draft Redesign Option for Market Place

## Part B

### 1. Introduction

- 1.1 The Shepshed Public Realm Project will deliver targeted public realm improvements in Shepshed town centre to help create a better environment for users and, importantly, act as a catalyst for stimulating more commercial activity in the town centre. The project will help breathe new life into Shepshed town centre, make it more user friendly and more suited to meeting the needs of the customers of the future. This is a direct response to changing retail patterns and a post-COVID-19 world.
- 1.2 The project will implement a programme of street works to deliver comprehensive public realm improvements in Market Place and complementary 'soft' landscaping improvements in Bull Ring, Hall Croft and Field Street. The overarching ambitions of the project are to improve pedestrian safety, accessibility and comfort, give a greater sense of identity and cohesion to the town centre and create a distinct, characterful, pleasant and more attractive shopping-friendly destination.
- 1.3 The main focus of the project will be in Market Place. It will seek to build on the attractive urban fabric and heritage potential around Market Place and create a distinctive and impressive gateway into the town centre from the north. It will unify Market Place and reduce the dominance of vehicles to provide for a safer, more comfortable and pleasant walking and shopping environment. These actions will create a pedestrian and event space to help broaden the appeal of the Market Place, draw people to the town centre and support the economic prosperity of local businesses.
- 1.4 It is proposed that construction works will commence in summer 2021 and be completed by summer 2022.

### 2. Project Context

- 2.1 The project has been informed by the Shepshed Town Centre Masterplan, which was approved in 2013 by the Shepshed Town Council following a detailed public consultation exercise. The project seeks to implement some of the key recommendations in the Masterplan, in particular, the delivery of a linked 'spine' of complementary public realm improvements around the Bull Ring, Hall Croft and Market Place.
- 2.2 In 2012, the Shepshed Town Team was established to guide the development and implementation of the Masterplan. The Town Team comprises of representatives of local residents and businesses and members of the Town Council. It has considered the priorities for public realm improvements over a number of years. It also established a Task & Finish Group to focus specifically on improving the public realm in the town centre. Both the Task & Finish Group and the Town Team itself have been involved in the development of this project.

- 2.3 In 2018/19, Leicestershire County Council announced it no longer had the capacity to undertake non-County Council public realm improvement schemes. As a result, the Borough Council has also assumed the project leadership role to deliver improvements to the public realm in Shepshed town centre as in Loughborough town centre for the Bedford Square Gateway Project. This has required the Borough Council to appoint its own specialist highways and landscape design consultants to prepare the detailed scheme designs and will be responsible for appointing a Principal Contractor to undertake the construction of the street works for both projects. The County Council is a member of the Project Team and is providing informal advisory support throughout the design processes.
- 2.4 A proposal for one way working to Field Street, Britannia Street, Loughborough Road, Forest Street has been under consideration for a number of years. This could help improve traffic flow in the town centre and unlock barriers to other town centre improvements, such as comprehensive public realm improvements in Field Street and the Bull Ring. However, a review of the proposals by the Borough Council in 2019 concluded such a one way scheme was currently undeliverable due to a number of technical issues, the high costs involved and the fact no funding is available and unlikely to be made available in the foreseeable future.

### 3. Progress to Date

- 3.1 In January 2020, the Borough Council secured approval of £600k of capital funding from the Business Rates Pool Fund, administered by the LLEP, to match the £600k allocated in the Council's Capital Plan for the project (comprising of £430,000 capital receipts allocated in the Borough Council's Capital Plan and £170,000 in receipts from S106 obligations related to developments in Shepshed).
- 3.2 In March 2020, the Borough Council appointed specialist highways and landscape design consultants, Wood Environment and Infrastructure Solutions UK Limited, as their Principal Designer to prepare the detailed designs for the scheme. The Borough Council and its appointed Principal Designer have worked closely with the Shepshed Town Team, Shepshed Town Council and Ward Councillors in developing proposals for public realm improvements in the town centre.
- 3.3 Following the project inception in March 2020, the Shepshed Town Council, Shepshed Town Team and Ward Councillors were consulted by the Borough Council and its consultants to agree the project vision, the key objectives and priorities for action for the scheme. The Council's Principal Designers sought to build on the recommendations in the Town Centre Masterplan, as well as ideas developed by the Town Team in 2018, to prepare initial concept design ideas for Market Place, the Bull Ring, Hall Croft and Field Street.
- 3.4 In July 2020, a range of concept design ideas were presented to the Town Council and the Town Team in separate meetings on 1 July 2020. Both organisations endorsed the concept design ideas proposed and indicated their preference for a specific concept design option for Market Place.

3.5 Following approval of the concept design ideas, draft detailed designs were prepared by Wood. These were presented to the Town Council on 4 September 2020 and the Town Team on 7 September 2020. Both organisations gave their approval to the draft detailed designs presented. Appendix 1 outlines the draft detailed design proposals for the project.

3.6 At the meetings in September, Wood also presented proposals to the Town Team and Town Council for subjecting the draft detailed designs to public consultation. Both organisations gave their approval to the proposals for an online public consultation exercise, to run from 21 September to 19 October 2020. The public consultation has been completed and the outcome is summarised in this report.

#### 4. Project Aims

4.1 The project's key objectives were agreed with the Shepshed Town Team and Town Council and these have guided and shaped the design principles and the design process. These are to:

- Realise the Town Centre Masterplan's proposed 'spine' of complementary public realm improvements;
- Improve pedestrian safety, accessibility and comfort;
- Give a greater sense of identity and cohesion to the town centre;
- Create a distinct, characterful, pleasant and more attractive shopping-friendly destination;
- Help shops and businesses attract a larger footfall and improve overall trading conditions;
- Encourage entrepreneurs to invest and establish new businesses in premises that are attractive and help reverse the downward economic spiral in the town centre;
- Encourage existing residents and residents in the emerging new housing areas as well as visitors to spend time and shop in the town centre.
- Maximise opportunities to secure additional private and public sector funding, including S106 receipts from future planning obligations.

#### 5. Project Objectives

5.1 The project's key objectives were agreed with the Shepshed Town Team and Town Council and these have also guided and shaped the design principles and the design process. These are:

- To enhance the public realm with colour and seasonal variety through refreshing existing planters and creating new areas of planting and tree cover;
- To refresh the existing street furniture to rejuvenate the public realm, reduce on-going maintenance and help give a greater sense of identity and cohesion to the town centre;
- To provide for more cycle parking facilities across the project area;
- To retain as much "authorised" on-street parking as possible, including Blue Badge parking, whilst reducing the impact on the public realm;
- To increase the quantity and quality of public open space;

- To ensure adequate provision for the servicing of businesses;
- To achieve simplicity in design and only consider features that discourage anti-social behaviour do not cause longer term maintenance or asset management difficulties.

## 6. Project Rationale

- 6.1 The Town Centre Masterplan highlights poor public realm and pedestrian safety as key issues for the town centre, indicating they were harming the shopping experience in the town centre. It identifies there is no clearly defined 'town centre' or a central core of activity, the public realm is of general poor quality and there is no consistency of public realm features, which re-enforces a feeling of disjointed and often hidden townscape.
- 6.2 The Masterplan identified enhancing the public realm as a key strategic objective for the town centre. The Masterplan recommended a coordinated strategy to help create a unique character and identity for the town and bring greater cohesion within the town centre. It warned a 'do-nothing' scenario would lead to further decline in the ability of businesses to sustain trading in the town centre, creating a downward spiral of decline and decay.
- 6.3 The project seeks to encourage more people to visit the town centre and explore the local shops and its heritage. Evidence from successful public realm improvement schemes in other UK towns and cities shows that shopping is an "experience" rather than a mere transaction and that shoppers and other visitors view the quality of the public space and cultural and social activities as well as the surrounding shops and businesses as the most important factors when deciding where to visit. The evidence shows that the availability of car parking is not seen as the most important factor in deciding where to visit. The evidence also shows that if more space is given over for walking and cycling and less to cars, the absence of customers arriving by car is more than compensated for by people arriving on foot or by bike.

## 7. Proposed Designs for Market Place

- 7.1 A project briefing outlining the draft detailed designs for Market Place is provided in Appendix 1. The Shepshed Town Centre Masterplan highlights the potential for Market Place to become the 'heritage quarter' within the town centre. Shops and services around Market Place appear to be generally well-used and there are a number of characterful, well maintained properties and a nucleus of pubs, overnight accommodation, specialist shops and services that could be co-ordinated and enhanced to extend the appeal of the town centre to visitors. However, the Masterplan also identifies the Market Place currently lacks any real identity and is a heavily car-dominated environment. There is very little public open space and the quality of the public realm is poor. The Masterplan identifies opportunities to achieve a rebalance between the pedestrian, the shopper and the car around Market Place, but that significant landscaping and public realm works will be required if Market Place is to fulfil its potential.
- 7.2 There are no physical or technical barriers to taking forward ambitious plans to make Market Place an impressive 'showcase' for the town. In view of this, a

comprehensive public realm improvement programme is possible for the Market Place area. The specific aims for the proposed designs for Market Place are:

- To build on the attractive urban fabric and heritage potential around Market Place and create a distinctive and impressive gateway into the town centre from the north;
- To unify Market Place and provide for a safer, more comfortable and pleasant walking and shopping environment;
- To reduce the dominance of vehicles in the Market Place area.
- To retain the existing number of 'authorised' car parking spaces.

7.3 The proposed measures to be implemented in Market Place include:

- Reorganising the existing 'authorised' parking spaces to maximise the heritage potential of Market Place;
- Creating a large public open space to safely hold special events throughout the year, broadening the appeal of the Market Place and supporting the economic prosperity of local businesses;
- Realigning Brook Street to make the pedestrian crossing a safer route toward the shops, provide wider footpaths and additional parking bays;
- Providing for additional cycle parking facilities;
- Using new seating, new street trees and new planting to enhance the public space;
- Providing new street furniture to complement those to be provided in the Bull Ring and Market Place and designed to discourage anti-social behaviour and vandalism;
- Providing for a more visible location for Shepshed's market;
- Providing two loading bay areas for retail deliveries;
- Providing removable lockable bollards to maintain access rights for specific retail units and residential dwellings;

## 8. Proposed Designs for the Bull Ring

8.1 A project briefing outlining the draft detailed designs for Bull Ring is provided in Appendix 1. The Shepshed Town Centre Masterplan recognises the Bull Ring as the principal gateway to the town but notes it is frequently viewed as the least attractive gateway to the town and currently offers little sense of 'arrival'. It is a hugely car-dominated environment and the quality of the public realm is poor. However, the current road network and the need for a wide bus turning circle severely restrict the options for public realm improvements in this area.

8.2 In light of the barriers identified in the Bull Ring area, the proposals outlined in this project will be limited to 'soft' landscape improvements. In view of this, the specific aims for the proposed designs for Bull Ring are:

- To make the Bull Ring more attractive and welcoming,
- To increase pedestrian safety;
- To improve the pedestrian access into Hall Croft from Field Street.

8.3 The proposed measures to be implemented in the Bull Ring include:

- Creating a ‘pocket park’ that provides more colour, texture and aesthetic interest;
- Enhancing the existing public realm with colour and seasonal variety through new areas of planting and tree cover and freshening up the existing street furniture;
- Providing new seating areas set back from the busy roundabout to allow for the better enjoyment of the space at the Bull Ring;
- Replacing the street furniture, chosen to be comfortable, complement those to be provided in the Bull Ring and Market Place and designed to discourage anti-social behaviour and vandalism;
- Renewing and refreshing the paving surfaces and reducing clutter (e.g. removal of existing railings);
- Replacing the existing bus shelter with a more contemporary structure and a sedum roof to encourage biodiversity;
- Providing for additional cycle parking facilities.

## 9. Proposed Designs for Hall Croft

9.1 A project briefing outlining the draft detailed designs for Hall Croft is provided in Appendix 1. The Shepshed Town Centre Masterplan’s vision for Hall Croft is that it should become the ‘heart’ of Shepshed - a gathering place. It identifies the potential for Hall Croft to provide a strong central focus in the town centre that enables pedestrians and shoppers to move comfortably and safely away from passing traffic. Unfortunately, a substantial proportion of the area around the “Ewe and I” area next to the library is not public highway and this means it is not possible to enforce a sensible on-street parking plan. The result is that this area is blighted by a car dominated environment and acts as a barrier to delivering on the Masterplan’s vision.

9.2 In light of the barriers identified in Hall Croft, the proposals outlined in this project will be limited to ‘soft’ landscape improvements. The specific aims for the proposed designs for Hall Croft are:

- To build on Hall Croft’s connections with the rest of the town centre and create a place where people want to meet, spend time and socialise in a relatively quiet and pleasant environment;
- To improve the visual appearance and functionality of the public space around the Library in Hall Croft and encourage pedestrian movement between Market Place and the Bull Ring.

9.3 The proposed measures to be implemented in Hall Croft include:

- Enhancing the public realm within the “Ewe & I” area, including:
  - Replacing the seating and moving them into the circle area;
  - Removing existing dated barriers around the trees and replacing with concrete block paving to enable planting around trees;
  - Providing additional informal seating to the raised kerb area;
  - Replacing the spherical stone bollards with raised concrete planters to help enclose the space more;

- Replacing cycle parking in front of the library to incorporate planters and cycle parking;
- Adding colour through planting to blank walls;
- Removing the existing railings at the library and replacing them with planters to allow more colour and open up the space;
- Replacing the street furniture (benches and bins) at the library to complement those to be provided in the Bull Ring and Market Place;
- Providing for new cycle parking stands at the library;
- Adding planted tubs on outside of handrails on ramp leading up to the Cooperative Supermarket (planters will not affect use of hand railings);
- Keeping the same paving throughout and no changes to the existing vehicle access and disabled parking bays;

## 10. Key Scheme Benefits

10.1 The key benefits of the proposed scheme are considered to be:

- The creation of a pedestrian and event space in Market Place, which will help broaden the appeal of the Market Place to provide complementary activities to draw people to the town centre and support the economic prosperity of local businesses. This is a direct response to changing retail patterns and a post-COVID-19 world.
- The proposals for widening pavements, level surfaces, more public open space, improved lighting and increased provision of seating, will improve pedestrian safety, accessibility and comfort.
- Improvements to the visual appearance and functionality of the public space in Bull Ring, Hall Croft and Market place will help encourage pedestrian movement within the town centre.
- The realignment of Brook Street will make the pedestrian crossing a safer route toward the shops in Market Place.
- The reorganisation of the parking spaces in Market Place will eliminate the current 'chaotic' parking experience and improve pedestrian safety, compared to the current situation.
- Relocating market stalls to Market Place will provide a much more visible location for the market and help encourage more trading.
- The provision of additional cycle parking facilities across the area will help make the town centre more accessible to cyclists.
- The use of standard street furniture across the project area will help give a greater sense of identity and cohesion to the town centre and reduce on-going maintenance.

## 11. Public Consultation Exercise

11.1 The Shepshed Public Realm Project will build on and take forward key recommendations in the Shepshed Town Centre Masterplan regarding proposals for public realm improvements. The Masterplan was subjected to public consultation in 2013 and this confirmed the support of local residents and businesses for the Masterplan, including the recommendations regarding public realm improvements for the Bull Ring, Hall Croft and Market Place.

- 11.2 The project has also been informed by work undertaken by the Shepshed Town Team to develop ideas for modest public realm improvements for the Bull Ring, Hall Croft and Market Place.
- 11.3 Both the initial concept designs and draft detailed designs for public realm improvements to be delivered by this project have been considered and approved, both by the Shepshed Town Council and the Shepshed Town Team. During this process of consultation, both organisations raised issues concerning the needs of a diverse range of groups, in relation to age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, sexual orientation etc. The scheme designs have been amended to address needs raised relating to these groups both by the Town Council and the Town Team.
- 11.4 Following agreement with Shepshed Town Council and the Town Team, a public consultation exercise on the draft detailed designs was launched on 21 September 2020 and closed on 19 October 2020. Due to COVID-19 restrictions on face-to-face meetings and social distancing, a decision was taken to make this an online consultation. The consultation included:
- Consultation web page on the Borough Council's website;
  - Online survey to enable people to comment on the proposals;
  - 3D animation and fly-through of the proposals for Market Place;
  - 3D illustrations of the proposals for
  - Four large information boards providing comprehensive details on the scheme proposals displayed in the windows of Shepshed Library and an additional information board displayed in one of the empty shops in Market Place;
  - Individual consultations with businesses located in Market Place and key landowners in the area;
  - Zoom meeting organised for local residents and businesses to view a virtual presentation of the scheme proposals followed by a Q&A session;
  - Posters raising awareness of the consultation and a postal address for those unable to access the online information distributed to local shops and community buildings;
  - Press releases, radio interviews and other media releases.

## 12. Preliminary Assessment of the Public Consultation Exercise

- 12.1 A preliminary assessment of the responses received during the public consultation exercise has been completed. Set out below is an overview of the main findings from:

- a) The Online Survey
- b) Zoom Meeting
- c) Individual Consultations

### *Online Survey*

- 12.2 294 people responded to the online survey. 89% of respondents identified themselves as local residents living in Shepshed. The survey asked two

specific questions about the proposals for Bull Ring, Market Place, Field Street and Hall Croft. These questions were:

1. Would you like to see the public realm improvements brought forward in Shepshed?
2. Please rank the four scheme areas in order of priority

12.3 The survey also offered respondents an opportunity to add any specific comments or observations they wished to make about the proposals.

#### *Question 1: Support for the Proposals*

12.4 In terms of question 1, respondents were asked to say whether 'yes' they liked the proposals, 'maybe' or 'no' they did not like the proposals. All 294 of the people who completed the survey responded to this question. The results demonstrated a wide range of opinions with neither overwhelming support given for the proposals nor was a majority against them. 58% responded that they either liked or maybe liked the proposals (31% and 27% respectively) and 42% said they did not like the proposals.

#### *Question 2: Ranking the Elements in Priority Order*

12.5 In terms of question 2, respondents were asked to rank each of the four scheme elements in order of priority, from 1 to 4, with 1 being the highest priority. 263 of the 294 respondents answered this question. Each of the four scheme elements was given an overall score, based on the number of people who chose that scheme as their first, second, third or fourth choice.

12.6 The results showed that 43% of respondents chose the Bull Ring as their highest priority, 32% chose Market Place as their highest priority, 15% chose Field Street and 12% chose Hall Croft as their first priority. Conversely, 36% ranked Market Place as their fourth choice, 30% chose Hall Croft, 22% chose Field Street and 13% ranked the Bull Ring as their fourth choice.

12.7 When all ranking positions were taken into account and an overall score given for each of the four elements, the most popular scheme was the Bull Ring, followed by Market Place, Field Street and then Hall Croft. It is clear from these results that Market Place in particular divided people's opinions the most.

#### *Individual Comments*

12.8 Survey respondents were also offered the opportunity to add any specific comments, alternative suggestions or observations they wished to make about the proposals. A total of 255 respondents chose to make comments, some were lengthy covering a range of themes and others focussing on one issue. The nature and subject of the comments were analysed and grouped into a number of key themes. The number of times comments were made by respondents for these key themes were analysed and the results set out in the table below.

<b>Main Themes Raised by Respondents in Online Survey</b>	<b>Total Number of Respondents Making these Comments</b>	<b>Percentage of Total Respondents Making these Comment</b>
Support for the whole scheme	61	24%
Concern with the reorganisation of parking in Market Place, including concerns about: <ul style="list-style-type: none"> <li>• Perceived loss of spaces</li> <li>• More parking needed</li> <li>• No longer able to 'nip in and out' of a shop</li> <li>• Struggle to walk to the shops</li> <li>• Not as easy to spot a vacant space</li> </ul>	184	72%
Concern about impact of parking proposals on local businesses in Market Place	57	22%
Concern about traffic safety issues in Market Place and not being able to return in the direction you have come from after parking.	38	15%
Anti-social behaviour will be encouraged in the town as a result of these proposals.	34	13%
Risk of vandalism against new planting and seating.	27	11%
Not enough space for market stalls in Market Place	15	6%
Money should be spent on a one way system instead.	9	4%

12.9 A snapshot of the comments received from the online survey is to be found in Appendix 3 of this report. Members will note there were a significant number of comments made in favour of the proposals for all four elements of the scheme. Nevertheless, the majority of comments received were focussed on issues of concern relating to parking, safety and layout in Market Place. While there appeared to be an active minority voice at play with regard to some of the parking issues raised concerning Market Place, Members will note there were some valid and very helpful comments relating to all four elements of the scheme. These included important issues in Market Place concerning potential difficulties returning back to someone's original destination after finishing shopping in Market Place without having to navigate around the town centre's one way system, concerns about safety issues of parking on Brook Street, more needing to be done to make the pedestrian crossing on Brook Street safer and difficulties for motorists to spot a vacant parking space because the parking would be so widely distributed – and manoeuvring to those spaces safely, especially if you were on the opposite side of the road.

### *Zoom Meeting*

- 12.10 A Zoom webinar was held on 15 October 2020. 55 people registered for the event and a total of 33 people attended on the night. A small number of attendees raised questions with a focus being on parking, safety and layout with respect to the Market Place proposals. Overall, the webinar was well received.

### *Individual Consultations*

- 12.11 It was recognised at the outset of the public consultation exercise that this would have to be an online consultation in view of the current COVID-19 pandemic. Nevertheless, six of the key shops in the Market Place/Cheapside area were either visited or contacted on the phone as part of the consultation process (Post Office, Butchers, Convenience Store, Fish Shop, Pub/Hotel and Carpet Shop). The three main shops in Market Place (Post Office, Butchers, Convenience Store) expressed strong concerns with the proposed scheme for Market Place. The overwhelming concern related to their perceived impact the proposed reorganisation of parking would have on their customers and ultimately their business.
- 12.12 Shepshed Library and Leicestershire County Council have been consulted on the proposals, in particular those proposals in the vicinity of the library and on land in the ownership of the County Council. A meeting on site is due to take place at the start of November to discuss the proposals and their impact on County Council property.
- 12.13 Age UK have been contacted, specifically in relation to the proposal to add planting and other landscaping features to improve the visual appearance of the blank wall along the side of the Age UK property on Field Street/Hall Croft (which currently included barbed wire running along to top of the wall). Age UK have responded in a positive manner to the proposals and further discussions will take place to confirm the final designs.
- 12.14 The Coop has also been consulted, given their extensive land ownership in the Hall Croft area and the specific proposals on their land. A formal response is still awaited.

### *Consultation with Shepshed Town Team and Shepshed Town Council*

- 12.15 Both the Shepshed Town Team and Shepshed Town Council have been consulted throughout the design process for this scheme. Following the completion of the public consultation exercise, meetings were held with both the Town Team and the Town Council to brief them on the outcome and provide an opportunity to discuss the way forward. Both the Town Team and Town Council considered and took on board the comments made during the consultation, in particular those relating to Market Place. Members will note, both the Town Team and the Town Council strongly remain of the opinion that the general thrust of the design proposals for Market Place should not be changed as it will provide an impressive 'showcase' for the town.

- 12.16 In considering the comments received during the consultation, both the Town Team and the Town Council recognised and acknowledged there had been many legitimate concerns raised with regard to the current proposals, particularly relating to parking and traffic circulation in Market Place. They both agreed it would be appropriate to consider amendments to the proposed designs for Market Place that could help address those concerns, where possible, particularly around parking, whilst at the same time remaining true to the agreed principles and objectives of the project.
- 12.17 A sketch redesign option for Market Place was presented to the Town Team and the Town Council for their consideration. The redesign option was welcomed by both the Town Team and the Town Council and they gave their support for this sketch redesign to be worked up into the final design scheme for Market Place. A copy of the redesign option is included at Appendix 4, for Member's information. Members will note, the redesign option includes a number of design revisions to address legitimate parking concerns raised during the consultation, whilst still retaining the fundamental core elements of the scheme. The key elements of the redesign are:
- The parking bays will be concentrated in two distinct places rather than dispersed across the area, namely on Church Street and in front of the Crown Hotel;
  - As a result, parking choices will be clearer and simpler and it will be easier to exit for onward journeys without necessarily having to negotiate the one way system down Church Street;
  - The total number of 'allocated' parking spaces will be increased from 14 to 19 spaces;
  - The proposed large public open space in front of the Crown Hotel will be scaled back and 11 parking spaces allocated;
  - The proposed parallel parking on Brook Street will no longer be part of the scheme, enabling the pedestrian crossing to be repositioned to a safer location along Brook Street;
  - The proposed planting areas on Market Place will be scaled back to allow for an increased public open space for special events and the relocated market, etc.
- 12.18 Members will note the proposed chevron parking on Church Street will involve cars reversing into the spaces. This is a requirement of the County Highway Authority and a Government regulation.
- 12.19 Members will also note the proposed designs for the whole scheme will be subject to approval by the County Highway Authority, which may necessitate further technical changes to the scheme design before it can be approved. Prior to submission to the County Highway Authority, the proposals for Market Place will also be subjected to an independent Road Safety Audit (RSA) and a Non-Motorised Users (Mobility) Audit. The RSA will assess the road safety implications of the proposed scheme design and the Mobility Audit will consider how the proposed scheme design will affect pedestrians, cyclists and disabled users.

### 13. Costings

- 13.1 The initial estimates for the indicative capital cost of delivering the whole scheme, based on the current draft scheme designs, have been calculated on the basis of standard 'low' and 'high' end estimates. Contingency sums have been built into these cost estimates. The initial 'high end' estimate for the capital cost of delivering the whole scheme is approximately £1.415m.
- 13.2 In addition to the capital scheme cost, the Council will be required to either make a one-off up-front commuted sum payment to the County Council or enter into an annual maintenance agreement to cover future public realm maintenance works in the scheme area. It is generally considered that a one-off payment of a commuted sum provides the best way forward as the costs associated with an annual maintenance agreement are uncertain year on year, making it difficult to budget in advance. The value of the commuted sum is calculated on a scheme by scheme basis but is generally in the region of around 10% of the capital cost of the scheme.
- 13.3 The table below provides a breakdown of the initial capital cost estimates for the four key elements of the scheme and the commuted sum, which are:

	<b>'Low' Estimate</b>	<b>'High' Estimate</b>
Market Place	£800k	£1.1m
Bull Ring	£70k	£110k
Hall Croft	£70k	£100k
Field Street	£10k	£20k
Commutated Sum	£60k	£85k
<b>Total</b>	<b>£1.01m</b>	<b>£1.415m</b>

### 14. Phased Implementation of Scheme

- 14.1 On the basis of the initial 'high end' cost estimate, there would be a potential funding shortfall of £215k. Members will note that once the scheme design has been agreed a value engineering exercise will be undertaken to identify where any cost savings may be able to be made. Members will also note that the final cost of the scheme will not be determined until the tender price from the preferred contractor has been accepted.
- 14.2 A key goal for the project has been to deliver a high quality public realm improvement scheme and, if necessary, to deliver this in a phased approach according to the funding available, rather than compromise the scheme quality to fit the available resources. Accordingly, the scheme has been designed in such a way for it to be capable of being implemented in phases.
- 14.3 If additional funding is not secured in the immediate term, it is proposed to deliver the individual elements of the scheme in priority order as agreed with both the Shepshed Town Team and the Shepshed Town Council. The priority order is as follows:

- Priority One: Market Place
- Priority Two: Bull Ring
- Priority Three: Hall Croft
- Priority Four: Field Street

14.4 In the event of a funding shortfall, the proposed approach is:

- Firstly, to seek supplementary funding, as necessary, to deliver the whole scheme as part of a single construction contract;
- Secondly, if the search for supplementary funding is unsuccessful or likely to result in undue delays imposed on the construction programme, to proceed with those phases of the scheme that can be delivered within the current level of funding available in accordance with the prioritised approach outlined above.
- Thirdly, to complete any remaining phase(s) in priority order, according to the availability of resources at the time.

## 15. Procurement of Contractor and Professional Support Services

15.1 Members will recall that following the decision by Leicestershire County Council to no longer assume the project lead role on non-County Council led public realm improvement projects, it has fallen on the Borough Council to take responsibility for driving forward both the Shepshed Public Realm Project and the Bedford Square Gateway Project. Part of this responsibility includes the procurement of a Principal Contractor to deliver the street works. In view of the Borough Council's lack of experience and expertise in managing such contracts, there will also be the need to secure the services of a specialist project manager and clerk of works to administer and manage the construction contract on behalf of the Council. The cost of appointing the Principal Contractor, project manager and clerk of works will be met from within the capital budget for this project. The construction phase of the project is programmed to start in Summer 2021 and the procurement processes will commence in March 2021.

15.2 In order to procure the street works and professional support services for the Shepshed project, the Council will use an appropriate national framework agreement. For the Bedford Square project, the Council selected appropriate framework agreements provided by Crown Commercial Services (CCS) Limited, which is an executive agency and trading fund of the Cabinet Office of the UK Government. The decision to use the CCS frameworks followed a soft market test exercise undertaken by the Council to evaluate the suitability of a number of national frameworks. Prior to the commencement of the procurement processes for the Shepshed project, Officers will review the effectiveness of using the CCS frameworks to ensure they remain the most attuned to the Council's requirements and offer the Council the greatest choice and therefore control over the quality of the project deliverables.

## 16. Position Statement

- 16.1 The COVID-19 pandemic has presented additional challenges to overcome in order to seek to maintain the original project timetable. The engagement and consultation process, in particular, has had to be adapted to respond to the prevailing restrictions concerning COVID-19. Nevertheless, the Borough Council has been able to maintain good progress in delivering key project milestones. However, Members will note that circumstances out of the control of the Borough Council may provide further challenges to achieving the project plan programme timetable moving forward.
- 16.2 During the procurement process for the Bedford Square Gateway construction contract, it became apparent that contractors are experiencing difficulties in maintaining their normal level of services due to on-going staffing issues as a direct result of restrictions imposed due to the COVID-19 pandemic and staff absences due to self-isolation and illness. As a result, additional time may need to be allocated for the procurement process for the Shepshed project next year, depending on the prevailing circumstances at the time.
- 16.3 It is also clear from reports within the construction sector that delays in construction programmes are being experienced due to additional health and safety measures arising out of the COVID-19 pandemic to comply with prevailing regulations regarding social distancing on construction sites. Again, such considerations may need to be given to the construction timetable for Shepshed next year, depending on the prevailing circumstances at the time. There is also some evidence to suggest that this may also be impacting on construction costs, which may also need to be factored into project costs, depending on the prevailing circumstances at the time.
- 16.4 Furthermore, it has been apparent from conversations with potential contractors and suppliers that the COVID-19 pandemic may also be having some knock-on effects in the supply chain with regard to the timely sourcing of construction materials and also the price of materials. Again, these issues will be considered once the Principal Contractor for the project has been appointed.

## Shepshed Public Realm Improvements Project Briefing

### Introduction

This briefing provides an overview of the proposals to deliver public realm improvements in three distinct centres within Shepshed town centre, namely Market Place, the Bull Ring and Hall Croft. It sets out the background to the project, its key aims and objectives and a detailed description of the proposed improvements, including illustrations of the draft detailed designs.

### Background

The project is being led by Charnwood Borough Council, with support from the Shepshed Town Team and Shepshed Town Council. The project's aims and objectives have been informed by the Shepshed Town Centre Masterplan, which was approved in 2013 by the Shepshed Town Council following a detailed public consultation exercise. The project seeks to implement some of the key recommendations in the Masterplan, in particular, the delivery of a linked 'spine' of complementary public realm improvements around the Bull Ring, Hall Croft and Market Place.

### Progress to Date

Charnwood Borough Council has successfully attracted a project budget of £1.2 million to deliver a programme of public realm improvements in the town centre. In March 2020, the Borough Council appointed specialist highways and landscape design consultants to prepare detailed designs for the scheme. Draft detailed designs were finalised in September and these were subjected to public consultation in September and October. The findings from the consultation are currently being analysed and amendments to the scheme design may be considered in response to comments received, if they add value to the scheme and are technically feasible and in line with the agreed aims and objectives for the project.

### Project Aims and Objectives

The purpose of this project is to lead the delivery of targeted public realm improvements within the town centre, to help create a better environment for users, stimulate commercial activity and create points of interest for visitors. The main focus of the project will be the physical improvements to the public realm in Market Place. The purpose of these improvements is to create a pedestrian and event space to help broaden the appeal of the Market Place to provide complementary activities to draw people to the town centre. This is a direct response to changing retail patterns and a post-COVID-19 world.

The key project aims are to:

- Realise the Masterplan's 'spine' of complementary public realm improvements;
- Improve pedestrian safety, accessibility and comfort;
- Give a greater sense of identity and cohesion to the town centre;
- Create a distinct, characterful, pleasant and attractive shopping-friendly destination;

- Help shops and businesses attract a larger footfall and improve trading conditions;
- Encourage entrepreneurs to invest and establish new businesses in premises that are attractive and help reverse the downward economic spiral in the town centre;
- Encourage existing residents and residents in the emerging new housing areas as well as visitors to spend time and shop in the town centre.
- Maximise opportunities to secure additional private and public sector funding, including S106 receipts from future planning obligations.

The project's key objectives are:

- To enhance the public realm with colour and seasonal variety through refreshing existing planters and creating new areas of planting and tree cover;
- To refresh the existing street furniture to rejuvenate the public realm, reduce on-going maintenance, help give a greater sense of identity and cohesion to the town centre and designed to discourage anti-social behaviour and vandalism;
- To provide for more cycle parking facilities across the project area;
- To retain as much "authorised" on-street parking as possible, including Blue Badge parking, whilst reducing the impact on the public realm;
- To increase the quantity and quality of public open space;
- To ensure adequate provision for the servicing of businesses;
- To achieve simplicity in design and only consider features that will not cause longer term issues such as maintenance or long term asset management difficulties.

### Proposed Designs for Market Place

The Town Centre Masterplan identifies the potential for the area around Market Place to become the 'heritage quarter' of the town centre. Shops and services around Market Place appear to be generally well-used. There are also a number of characterful, well maintained properties and a nucleus of pubs, overnight accommodation, specialist shops and services that could be co-ordinated and enhanced to extend the appeal of the town centre to visitors. However, a key concern is that Market Place lacks any real identity and is a heavily car-dominated environment, with a confusing array of road junctions. The public realm is poor, with very little public open space and limited soft landscaping or places to stop and rest. Nevertheless, there are opportunities to achieve a rebalance between the pedestrian, the shopper and the car around Market Place. Significant landscaping and public realm works are required if Market Place is to fulfil its potential, but there are no major physical or barriers preventing such works.

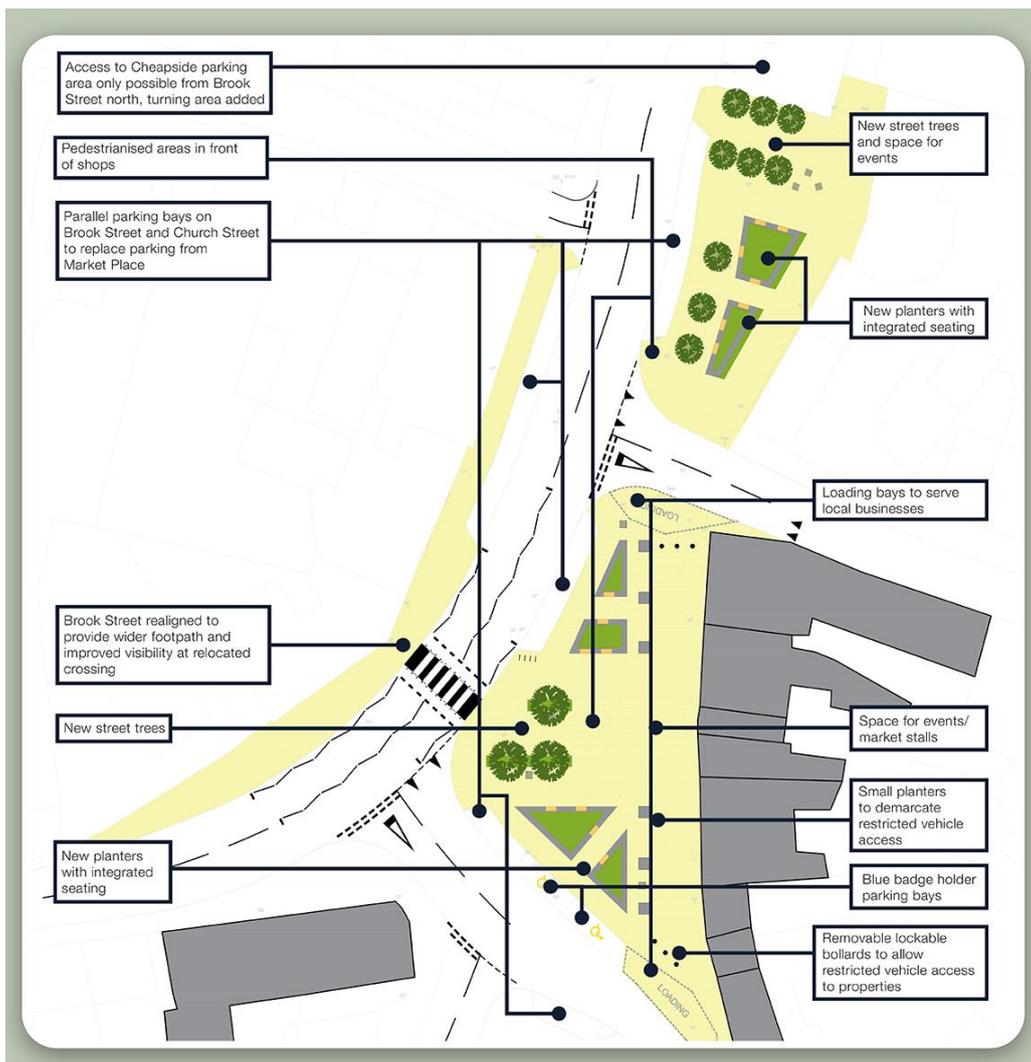
The specific project aims for Market Place are:

- To build on the attractive urban fabric and heritage potential around Market Place and create a distinctive and impressive gateway into the town centre from the north;
- To unify Market Place and provide for a safer, more comfortable and pleasant walking and shopping environment;
- To reduce the dominance of vehicles in the Market Place area.
- To retain the existing number of 'authorised' car parking spaces.

The public realm improvement proposals for Market Place, include:

- Reorganising the existing 'authorised' parking spaces to maximise the heritage potential of Market Place;
- Creating a large public open space to safely hold special events throughout the year, broadening the appeal of the Market Place and supporting the economic prosperity of local businesses;
- Realigning Brook Street to make the pedestrian crossing a safer route toward the shops, provide wider footpaths and additional parking bays;
- Providing for additional cycle parking facilities;
- Using new seating, new street trees and new planting to enhance the public space;
- Providing new street furniture to complement those to be provided in the Bull Ring and Market Place and designed to discourage anti-social behaviour and vandalism;
- Providing for a more visible location for Shepshed's market;
- Providing two loading bay areas for retail deliveries;
- Providing removable lockable bollards to maintain access rights for specific properties;

Set out below is a plan of the proposed improvements for Market Place, together will some 3D illustrations of the proposed design.



Plan of the Market Place Proposed Designs



**Illustration of the Market Place Proposed Designs**



**Illustration of the Market Place Proposed Designs**



### **Illustration of the Market Place Proposed Designs**

#### **Bull Ring Proposed Designs**

The Bull Ring is recognised as the principal gateway to the town but is frequently viewed as the least attractive gateway to the town and the quality of the public realm is poor. Unfortunately, without significant changes to the road network in the town centre there is limited scope to deliver transformational change in the public realm in the Bull Ring.

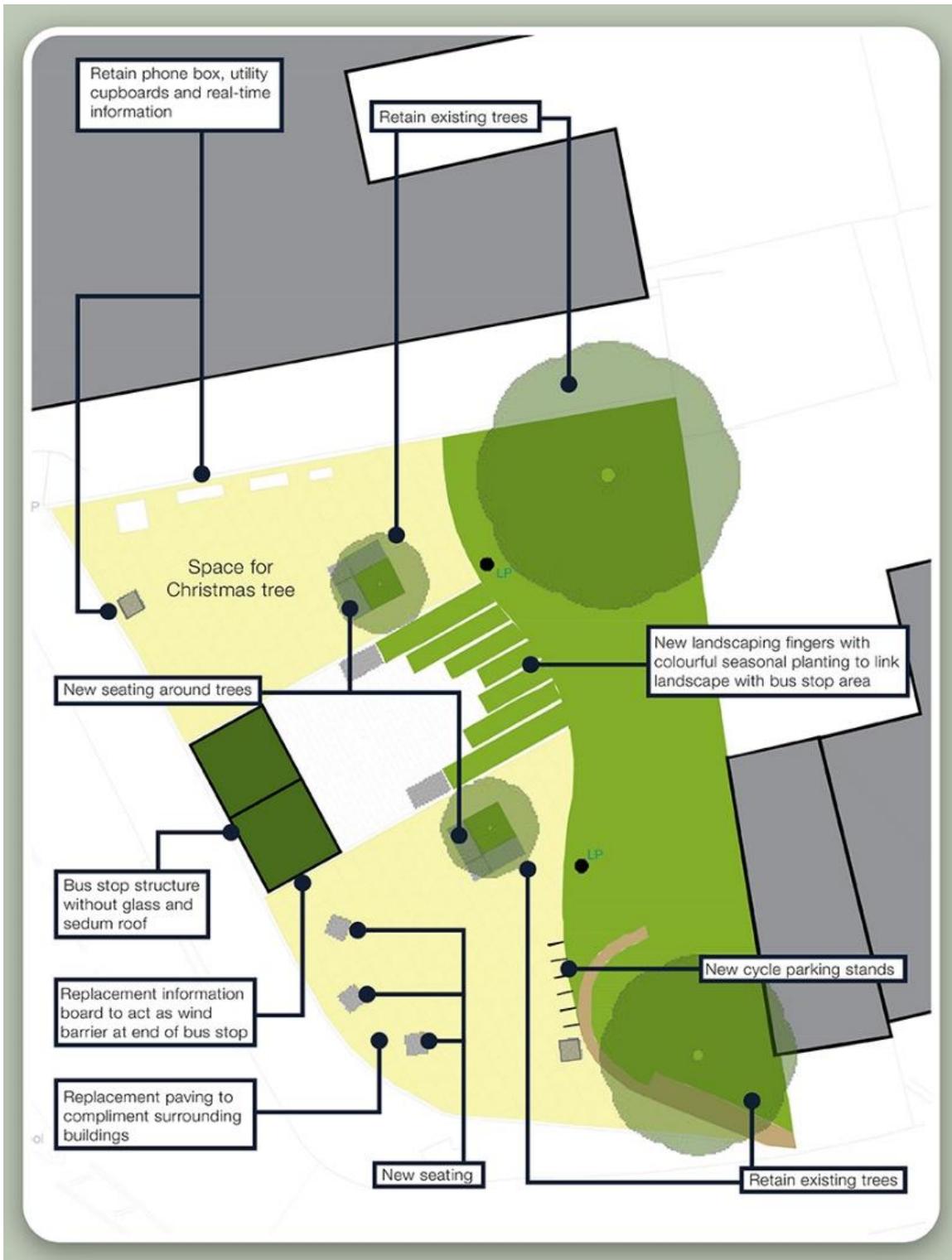
The specific project aims for the Bull Ring are:

- To make the Bull Ring more attractive and welcoming,
- To increase pedestrian safety;
- To improve the pedestrian access into Hall Croft from Field Street.

The public realm improvement proposals for the Bull Ring, include:

- Creating a 'pocket park' that provides more colour, texture and aesthetic interest;
- Enhancing the existing public realm with colour and seasonal variety through new areas of planting and tree cover and freshening up the existing street furniture;
- Providing new seating areas set back from the busy roundabout to allow for the better enjoyment of the space at the Bull Ring;
- Replacing the street furniture, chosen to be comfortable, complement those to be provided in the Bull Ring and Market Place and designed to discourage anti-social behaviour and vandalism;
- Renewing and refreshing the paving surfaces and reducing clutter (e.g. removal of existing railings);
- Replacing the existing bus shelter with a more contemporary structure and a sedum roof to encourage biodiversity;
- Providing for additional cycle parking facilities.

Set out below is a plan of the proposed improvements for Market Place, together will some illustrations of the proposed design.



**Plan of the Bull Ring Proposed Designs**



**Illustration of the Bull Ring Proposed Designs**



**Illustration of the Bull Ring Proposed Designs**

## Hall Croft Proposed Designs

The Town Centre Masterplan identifies Hall Croft as having the potential to provide a strong central focus of concentrated activity, around which people can meet, spend time and socialise, enabling pedestrians and shoppers to move comfortably and safely away from passing traffic and provide the connective link between Market Place and the Bull Ring/Field Street. However, land ownership issues impact on the ability to enforce a sensible on-street parking plan and, as a consequence, the area is blighted by a car dominated environment. These factors limit the scope of public realm improvements that can be considered at the present time.

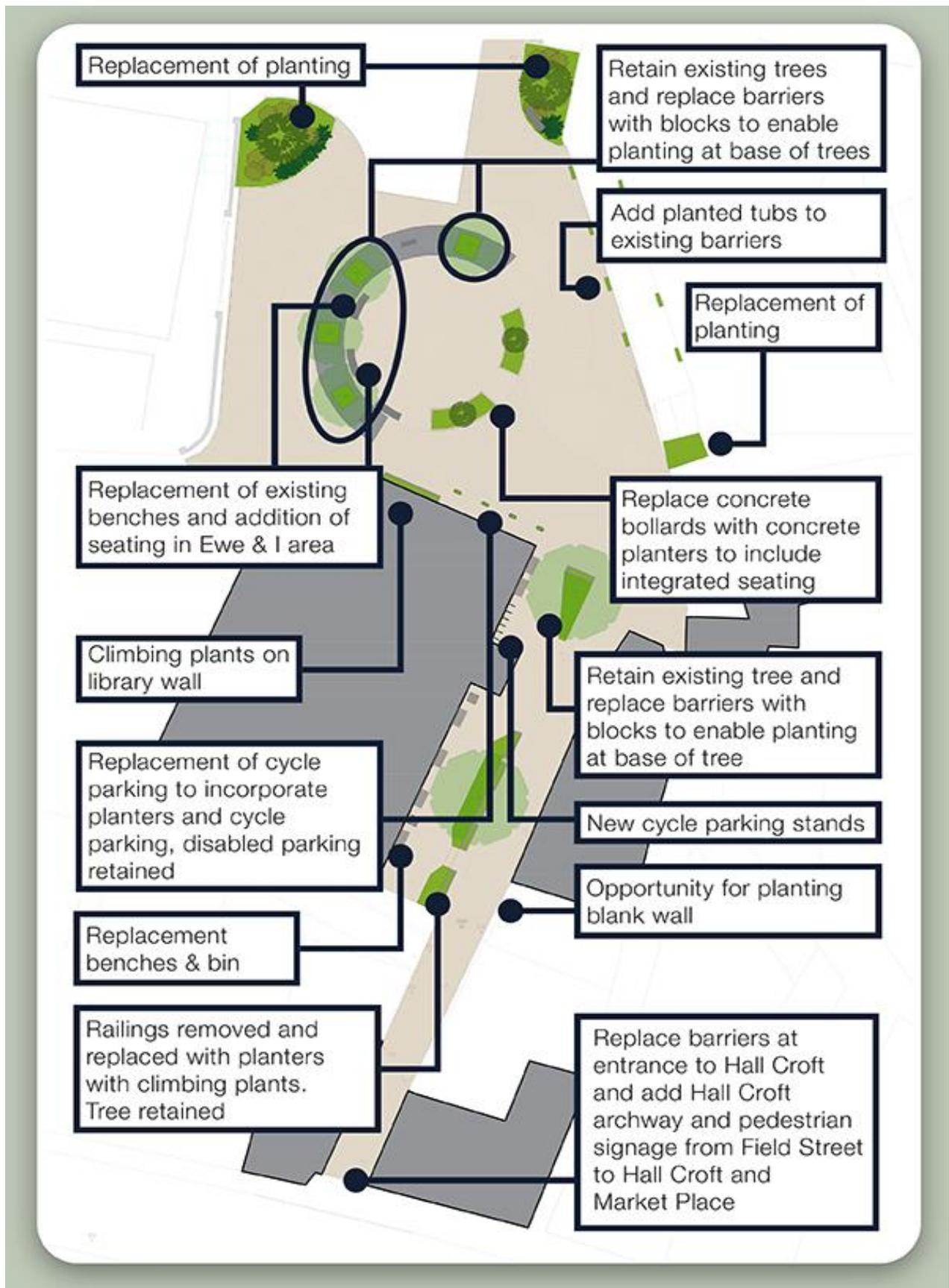
The specific project aims for Hall Croft are:

- To build on Hall Croft's connections with the rest of the town centre and create a place where people want to meet, spend time and socialise in a relatively quiet and pleasant environment;
- To improve the visual appearance and functionality of the public space around the Library in Hall Croft and encourage pedestrian movement between Market Place and the Bull Ring.

The public realm improvement proposals for Hall Croft, include:

- Enhancing the public realm within the "Ewe & I" area, including:
  - Replacing the seating and moving them into the circle area;
  - Removing existing dated barriers around the trees and replacing with concrete block paving to provide some height to enable planting around trees;
  - Providing additional informal seating to the raised kerb area;
  - Replacing the spherical stone bollards with raised concrete planters to help enclose the space more;
  - Replacing cycle parking in front of the library to incorporate planters and cycle parking;
- Adding colour through planting to blank walls, including along the passageway connecting Hall Croft with Field Street and climbing plants for the blank library wall;
- Removing the existing railings at the library and replacing them with planters to allow more colour and open up the space;
- Replacing the street furniture (benches and bins) at the library to complement those to be provided in the Bull Ring and Market Place;
- Providing for new cycle parking stands at the library;
- Adding planted tubs on outside of handrails on ramp leading up to the Cooperative Supermarket (planters will not affect use of hand railings);
- Providing a new planter in former trolley storage area at the base of the stairs to the Cooperative Supermarket;
- Keeping the same paving throughout and no changes to the existing vehicle access and disabled parking bays;

Set out below is a plan of the proposed improvements for Market Place, together will some illustrations of the proposed design.



Plan of Hall Croft Design Proposals

**Illustrations of Hall Croft Proposed Designs**



**Hall Croft Proposed Designs in vicinity of the “Ewe & I” circle**



**Replacing seating and street furniture as well as additional seating and refreshing the landscaping within the “Ewe & I” area**



**Adding planted tubs to existing railings on ramp to the Cooperative Supermarket**



**Replacing cycle parking on side of library facing the “Ewe & I” to incorporate planters and cycle parking**



**Removing library railings and replacing with planters to open up the area, placing climbing plants on blank library wall, replacing benches and bins to complement those to be provided in Bull Ring and Market Place and providing for new cycle parking near library entrance**



**Removing existing railings and replacing with planters with climbing plants either side of small change in level, additional seating to complement those to be provided in Bull Ring and Market Place**



**Opportunity to add colour through planting to blank walls and replacement street lighting**



**Replacement Barriers, New Archway Feature and Finger Post Signage**

## Material Palette

The proposed material palette will look to freshen up the areas of public realm with a mix of contemporary and traditional style of street furniture. The new street furniture will be both robust and visually appealing and provide new areas of planting to brighten up the area.



## Next Steps

The next steps in taking the proposals forward are outlined below:

- Development of detailed designs – October – December 2020
- Submission of detailed package of works for approval by Leicestershire County Council (LCC) as Highways Authority - December 2020
- Scheme approval by LCC and update to traffic regulation orders as required within area – January – March 2021
- Charnwood Borough Council to engage with contractor to deliver public realm improvement works – April – June 2021
- Start of on-site work – Summer 2021
- Anticipated phased construction period of 10 – 12 months

The scheme has been designed in such a way for it to be capable of being implemented in a phased approach, according to the level of resources available. The proposed phasing and prioritisation of street works is as follows:

- Market Place
- Bull Ring
- Hall Croft
- Field Street

**Please view the 3D animation for a better understanding of the design proposals at Market Place at: [www.charnwood.gov.uk/shepshed](http://www.charnwood.gov.uk/shepshed)**

## Charnwood Borough Council

### Equality Impact Assessment 'Knowing the needs of your customers and employees'

#### Background

An Equality Impact Assessment is an improvement tool. It will assist you in ensuring that you have thought about the needs and impacts of your service/policy/function in relation to the protected characteristics. It enables a systematic approach to identifying and recording gaps and actions.

#### Legislation- Equality Duty

As a local authority that provides services to the public, Charnwood Borough Council has a legal responsibility to ensure that we can demonstrate having paid due regard to the need to:

- ✓ Eliminate discrimination, harassment and victimisation
- ✓ Advance Equality of Opportunity
- ✓ Foster good relations

For the following protected characteristics:

1. Age
2. Disability
3. Gender reassignment
4. Marriage and civil partnership
5. Pregnancy and maternity
6. Race
7. Religion and belief
8. Sex (Gender)
9. Sexual orientation

What is prohibited?

1. Direct Discrimination
2. Indirect Discrimination
3. Harassment
4. Victimisation
5. Discrimination by association
6. Discrimination by perception
7. Pregnancy and maternity discrimination
8. Discrimination arising from disability
9. Failing to make reasonable adjustments

**Note: Complete the action plan as you go through the questions**

## Step 1 – Introductory information

Title of the project	Shepshed Public Realm Project
Name of lead officer and others undertaking this assessment	Steve Dibnah
Date EIA started	July 2020
Date EIA completed	September 2020

## Step 2 – Overview of the project being assessed:

Outline: What is the purpose of this project? (Specify aims and objectives)
<p>The purpose of this project is to deliver targeted public realm improvements in Shepshed town centre that help create a better environment for users and, importantly, act as a catalyst for stimulating more commercial activity in the town centre. The project will help breathe new life into Shepshed town centre, make it more user friendly and more suited to meeting the needs of the customers of the future. It will involve a programme of street works to deliver comprehensive public realm improvements in Market Place and complementary 'soft' landscaping improvements in Hall Croft and the Bull Ring. It will deliver a scheme that addresses identified needs. The project has been informed by the Shepshed Town Centre Masterplan (2013) and in particular its proposals for a linked 'spine' of complementary public realm improvements around the Bull Ring, Hall Croft and Market Place. The main focus of the project will be the physical improvements to Market Place. These actions will create a pedestrian and event space to help broaden the appeal of the Market Place to provide complementary activities to draw people to the town centre. This is a direct response to changing retail patterns and a post-COVID-19 world.</p> <p><b>Project Aims</b></p> <p>This project's overarching aims are to:</p> <ul style="list-style-type: none"> <li>• Realise the Town Centre Masterplan's proposed 'spine' of complementary public realm improvements;</li> <li>• Improve pedestrian safety, accessibility and comfort;</li> <li>• Give a greater sense of identity and cohesion to the town centre;</li> <li>• Create a distinct, characterful, pleasant and more attractive shopping-friendly destination;</li> <li>• Help shops and businesses attract a larger footfall and improve overall trading conditions;</li> <li>• Encourage entrepreneurs to invest and establish new businesses in premises that are attractive and help reverse the downward economic spiral in the town centre;</li> <li>• Encourage existing residents and residents in the emerging new housing areas as well as visitors to spend time and shop in the town centre.</li> <li>• Maximise opportunities to secure additional private and public sector funding, including S106 receipts from future planning obligations.</li> </ul> <p>For <b>Market Place</b>, the specific aims are:</p> <ul style="list-style-type: none"> <li>• To build on the attractive urban fabric and heritage potential around Market Place and create a distinctive and impressive gateway into the town centre from the north;</li> <li>• To unify Market Place and provide for a safer, more comfortable and pleasant walking and shopping environment;</li> <li>• To reduce the dominance of vehicles in the Market Place area.</li> </ul> <p>For the <b>Bull Ring</b>, the specific aims are:</p> <ul style="list-style-type: none"> <li>• To make the Bull Ring more attractive and welcoming,</li> <li>• To increase pedestrian safety;</li> </ul>

- To improve the pedestrian access into Hall Croft from Field Street.

For **Hall Croft**, the specific aims are:

- To build on Hall Croft's connections with the rest of the town centre and create a place where people want to meet, spend time and socialise in a relatively quiet and pleasant environment;
- To improve the visual appearance and functionality of the public space around the Library in Hall Croft and encourage pedestrian movement between Market Place and the Bull Ring.

## 2.2 Project Objectives

The project's overarching objectives are:

- To enhance the public realm with colour and seasonal variety through refreshing existing planters and creating new areas of planting and tree cover;
- To refresh the existing street furniture to rejuvenate the public realm, reduce on-going maintenance and help give a greater sense of identity and cohesion to the town centre;
- To provide for more cycle parking facilities across the project area;
- To retain as much "authorised" on-street parking as possible, including Blue Badge parking, whilst reducing the impact on the public realm;
- To increase the quantity and quality of public open space;
- To ensure adequate provision for the servicing of businesses;
- To achieve simplicity in design and only consider features that will not cause longer term issues such as maintenance or long term asset management difficulties.

The project's specific objectives for **Market Place**, are:

- To reorganise the existing 'authorised' car parking spaces in order to unify Market Place and:
  - a) Provide for a safer, more comfortable and pleasant walking and shopping environment using new seating, new trees and new planting to enhance the space;
  - b) Create a large public open space to safely hold special events throughout the year, broaden the appeal of the Market Place and support the economic prosperity of local businesses;
  - c) Provide for a more visible location for the relocation of market stalls from Hall Croft;
- To realign Brook Street to make the pedestrian crossing a safer route toward the shops;
- To provide two loading bay areas for retail deliveries and maintain access rights for specific retail units and residential dwellings;
- To provide for additional cycle parking facilities.

The project's specific objectives for the **Bull Ring** are:

- To create a 'pocket park' that provides more colour, texture and aesthetic interest;
- To enhance the public realm with colour and seasonal variety through new areas of planting and tree cover and freshening up the existing street furniture;
- To replace the existing bus shelter and provide new planting and new seating areas to complement those to be provided in Hall Croft and Market Place.
- To provide for additional cycle parking facilities.

The project's specific objectives for **Hall Croft** are:

- To enhance the public realm with colour and seasonal variety through new areas of planting and refreshing existing planting tubs;
- To add colour through planting to blank walls;
- To freshen up the existing street furniture and provide new seating to complement those to be provided in Bull Ring and Market Place;
- To replace the barriers at the entrance from Field Street and add a new archway and signposting to Hall Croft and Market Place;

- To remove the existing railings at the library and replace with planters to allow more colour and open up the space;
- To provide for additional cycle parking facilities.

What specific group/s is the project designed to affect/impact and what is the intended change or outcome for them?

The project is intended to benefit the whole community including local residents, visitors, general public, landowners and local retailers operating in this part of the town centre.

Which groups have been consulted as part of the creation or review of the project?

This project is delivering a number of priority actions recommended in the Shepshed Town Centre Masterplan (2013). The Masterplan was approved by Shepshed Town Council following a detailed consultation with local residents and businesses.

The Shepshed Town Team was established to guide the development and implementation of the Masterplan. The Town Team is comprised of representatives of local residents and businesses and members of the Town Council. It has considered the priorities for public realm improvements over a number of years. It established a Task & Finish Group to develop specific proposals for the three key centres identified in the Masterplan (namely, the Bull Ring, Hall Croft and Market Place). In 2016, the Borough Council commissioned the preparation of concept plans for public realm improvements in the Bull Ring area. Following consultation with the Shepshed Town Team, it was decided not to pursue such a scheme at that time. In 2018, the Task & Finish Group prepared their own initial ideas for modest public realm improvements in the Bull Ring, Hall Croft and Market Place. Unfortunately, no action was taken at the time to take those ideas forward.

In 2019, the Borough Council secured significant resources to enable a comprehensive public realm improvement project to finally go ahead. It appointed specialist highways and landscape design consultants in March 2020 to prepare detailed designs for a scheme. The consultants built on the original recommendations approved in the Town Centre Masterplan, as well as the ideas developed by the Town Team in 2018, to prepare some concept design ideas for the Bull Ring, Hall Croft and Market Place.

Following the project inception in March 2020, both the Shepshed Town Council and the Shepshed Town Team were consulted by the Borough Council and its consultants to agree the project vision, the key objectives and priorities for action for the scheme. Subsequent to this agreement with both organisations, a range of concept design ideas for the public realm improvements were prepared and presented to the Town Council and the Town Team in separate meetings on 1 July 2020. Both organisations endorsed the concept design ideas proposed and indicated their preference for a specific concept design option for Market Place.

Subsequently, work commenced on the preparation of draft detailed designs for the scheme. These were presented to the Town Council on 4 September 2020 and the Town Team on 7 September 2020. Both organisations gave their approval to the draft detailed designs presented. Both organisations also gave their approval to the proposal to subject the draft detailed designs to public consultation in September and October.

### Step 3 – What we already know and where there are gaps

List any existing information/data do you have/monitor about different diverse groups in relation to this project? Such as in relation to age, disability, gender reassignment, marriage and civil partnership, pregnancy & maternity, race, religion or belief, sex, sexual orientation etc.

Data/information such as:

- Consultation
- Previous Equality Impact Assessments
- Demographic information
- Anecdotal and other evidence

## Public Consultation

This project aims to build on and take forward key recommendations in the Shepshed Town Centre Masterplan regarding proposals for public realm improvements. The Masterplan was subjected to public consultation in 2013 and this confirmed the support of local residents and businesses for the Masterplan, including the recommendations regarding public realm improvements for the Bull Ring, Hall Croft and Market Place.

This project has also been informed by work undertaken by the Shepshed Town Team in 2018 to develop their own ideas for modest public realm improvements for the Bull Ring, Hall Croft and Market Place.

Both the initial concept designs and draft detailed designs for public realm improvements to be delivered by this project have been considered and approved, both by the Shepshed Town Council and the Shepshed Town Team. During this process of consultation, both organisations raised issues concerning the needs of a diverse range of groups, in relation to age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, sexual orientation etc. The scheme designs have been amended to address needs raised relating to these groups both by the Town Council and the Town Team.

## Demographic Information

Demographic information (based on Census 2011) is available which provides information on a range of the protected characteristics, in particular, age, disability, race, religion or belief, sex.

- **Race:** In Charnwood, the White British population accounted for some 85% of the population. The largest ethnic groups are Indian 6% (10,225 people), Other White 2.5% (4,147 people) and Pakistani 1 % (2,022 people) (Charnwood Borough Council Demographic Profile document 2013; CBC Equality Strategy 2016-2020).
- **Religion:** Some 56% of the population of Charnwood are Christian with some 29% having no religion. Hindus and Muslims are the next largest group with at 5% and 2% respectively. Buddhists, Jews and Sikhs combined make up just over 1% of the Charnwood population (Charnwood Borough Council Demographic Profile document 2013; CBC Equality Strategy 2016-2020).
- **Gender:** The 2011 census records that the total population is some 166,100 split broadly 49.9% males (82,900) and 50.1% female (83,200) - although there are significantly more males than females within the 15 – 19 and 20 - 24 age brackets.
- **Age:** The Borough contains a large proportion of 20 to 24 year olds (especially males). The 25 to 29 years age group contains the lowest proportions. 14.9% of the population are aged 14 years or under. 16.4% of the population are over 65 (Census 2011).
- **Disability:** In Charnwood, it is estimated that there are 10,540 (6.4%) physically disabled people between the ages of 16-64 with a moderate or serious mobility disability. In Charnwood it is estimated that there are 21,675 adults with mild to moderate hearing loss and 5,100 people with sight impairment. It is estimated that 1 in 5 people will be affected by mental health issues at some time in their life. Anxiety and depression are the most common mental disorder in the UK. In Charnwood this equates to 33,220 people. (Charnwood Borough Council Demographic Profile document 2013; CBC Equality Strategy 2016-2020).
- **Sexual Orientation:** There are no accurate statistics available regarding the profile of the lesbian, gay and bisexual (LGB) population within Charnwood or the UK as a whole. Sexuality is not incorporated into the census or other official statistics; however, it is acknowledged that approximately 6-10% of any population will be LGB. In Charnwood this

would be between 9,960 and 16,610 people. (Charnwood Borough Council Demographic Profile document 2013; CBC Equality Strategy 2016-2020).

- **Gender Reassignment:** There are no accurate statistics available regarding the profile of the transgendered population within Charnwood or the UK as a whole. Gender identity is not incorporated into the census or other official statistics.
- **Marriage and Civil Partnership:** Within Charnwood 64,729 people (46.9%) are married and 271 people (0.2%) are in a registered same- sex civil partnership. (Charnwood Borough Council Demographic Profile document 2013; CBC Equality Strategy 2016-2020).

### **Road Safety Audit**

A Road Safety Audit (Stages I and II) will be undertaken after the public consultation as part of the design process for Market Place/Brook Street in Shepshed. The RSA checks the road safety implications of the proposed public realm improvement scheme in order to minimise future road collision occurrence and severity once the scheme has been completed. The RSA takes into account all road users, particularly vulnerable users such as pedestrians and pedal cyclists. Those practical recommendations for improvement that arise out of the RSA will be addressed by further revisions to the scheme design.

### **Non-Motorised User (NMU) Audit**

A Non-Motorised User (NMU) Audit will also be carried out after the public consultation as part of the design process for Market Place/Brook Street to consider how the proposed scheme design affects pedestrians, cyclists and disabled users. Revisions to the design will be undertaken to address the findings of the audit.

What does this information / data tell you about diverse group? If you do not hold or have access to any data/information on diverse groups, what do you need to begin collating / monitoring? (Please list)

### **Demographic Information**

The demographic information available confirms that Charnwood is a diverse borough with a range of differing needs from individuals and community groups, which will be considered and addressed as part of the project.

## **Step 4 – Do we need to seek the views of others? If so, who?**

In light of the answers you have given in Step 2, do you need to consult with specific groups to identify needs / issues? If not, please explain why.

The draft detailed designs for the scheme will be subjected to a public consultation exercise with local residents and local businesses during September and October 2020.

The project was established to implement key recommendations in the Shepshed Town Centre Masterplan (2013) concerning public realm improvements. The Masterplan was approved by Shepshed Town Council following a detailed consultation with local residents and businesses during 2013. During 2020, there has been extensive consultation with both the Shepshed Town Council and the Shepshed Town Team on the project vision, its key objectives and priorities for action, as well as the initial concept ideas for the scheme and the draft detailed designs. Both organisations agreed that the draft detailed designs should be subject to a public consultation exercise.

The public consultation exercise will be launched on 21 September 2020 and close on 19 October 2020. Due to COVID-19 restrictions on face-to-face meetings and social distancing, a decision was taken to make this an online consultation. The details of the consultation are outlined below.

A specific consultation web page has been created on the Borough Council’s website, which includes details on the scheme, including:

- a) Project background and description
- b) Plans and sketches illustrating the draft detailed designs
- c) 3D animation of proposals for Market Place
- d) 3D illustrations of proposals for Bull Ring, Hall Croft and Field Street

The web page also includes a link to an online survey for those wishing to make comments and an address to which to send any written comments. Information on the scheme was also posted on the Borough Council’s Facebook, Twitter and LinkedIn accounts. For individuals, including older people, who wish to contribute to the consultation but are unable to use or access technology, a postal address is available for them to send their response. Posters have been distributed in shops around the town centre in in the library with information on the appropriate contact address to use.

Four large information boards have been placed in the windows of Shepshed Library to enable people to look at the scheme proposals. An additional information board has been placed in a shop window in Market Place, giving specific details about the proposals for Market Place. Posters have also been distributed to local shops and community buildings to publicise the scheme and the consultation exercise. A press release was also issued and editorial has appeared in the local media, as well as radio interviews.

Only limited face-to-face engagement with local shops will be able to take place during the consultation period, where this is assessed as being safe. Nevertheless, a Zoom meeting will be held between 12 to 16 October to enable local residents and businesses to join an online presentation on the proposed designs and to ask questions.

The responses received during the public consultation will be analysed and any appropriate changes to the scheme design will be made, where they enhance the approved aims and objectives of the scheme and are within the scope and budget of the project. A report will be presented to a meeting of the Borough Council’s Cabinet on 19 November, outlining the outcome of the public consultation and the scheme design. Feedback on the public consultation and any changes to the scheme design will also be provided to the Shepshed Town Council and the Shepshed Town Team.

## Step 5 – Assessing the impact

In light of any data/consultation/information and your own knowledge and awareness, please identify whether the project has a positive or negative impact on the individual or community groups (including what barriers these individuals or groups may face) who identify with any ‘protected characteristics’ and provide an explanation for your decision (please refer to the general duties on the front page).

	<b>Comments</b>
<b>Age</b>	<b>Positive</b> - Design of the public realm can impact on the ability of older people to use it as they are more likely to experience long-term ill health and physical impairments such as mobility difficulties and impaired vision and hearing. The proposed public realm improvements, in particular the widening of pavements, level surfaces, more public open space, improved lighting and increased provision of seating, will assist in their use of these key areas of the town centre. The realignment of Brook Street will make the pedestrian crossing a safer route toward the shops in Market Place.

The RSA and NMU audits will consider the needs and priorities of this group and changes will be made to the scheme design to address any areas identified where improvements are recommended.

The changes to the movement network and parking will also assist accessibility to the town centre for older people improving the services and facilities available to them.

Personal safety in public spaces may potentially be an issue for older people and children/young people and the improvements to the public realm and the small interventions proposed will create a vibrant, inclusive environment making these groups feel safer and less intimidated.

**Negative** – The implementation of the street works will inevitably result in some temporary disruption, which may impact on older people and children/young people. However, these works will be carried out in phases so that not all of the area will be affected at the same time, thereby minimising the temporary disruption caused by the street works, particularly in terms of accessibility and car parking.

In terms of accessibility during the improvement works, the contractor will be obliged to maintain access to shops throughout the street works, where possible, as well as ensure the health and safety of older people and all other groups at all times.

In terms of parking, there will inevitably be periods of temporary disruption in the level of car parking available in and around Market Place while street works are being carried out and potentially Cheapside (if this area is used as the contractors compound for storage of materials and welfare facilities). Mitigation actions will be taken to support this group whilst the improvements are taking place. For example, there will be regular publicity and signage displayed warning of the temporary disruption and to urge this group to use alternative parking in the area. Unfortunately, it is not possible to provide any temporary increase in parking elsewhere to mitigate the temporary loss of spaces, due to lack of alternative land.

The scheme design proposes to maintain the current level of designated parking in Market Place. However, the parking spaces will be reorganised to unify the space and enable the creation of a large public open space for special events, more seating and landscaping. The parking will be moved from the current parking area in front of the shops and distributed around the outside of the new public open space, which will include parking on Brook Street.

This proposal could impact on older people and children/young people in a number of ways, including:

- a) Small increase in distance to walk from some of the new parking spaces to the shops, which could cause some inconvenience for those with mobility needs;

- b) Parking on the kerb side rather than in a designated parking area off the road, which may be perceived as an added safety risk ;
- c) Some parking spaces will require crossing Brook Street or Loughborough Road to access the shops, which may be perceived as an added safety risk.

In considering the concerns identified with respect to this protected characteristic, balanced against the wider public interest, it is felt that reasonable accommodations have been factored into the design to address as many of the needs of older people and children/young people as is feasible within the overall site constraints and the agreed purpose of the scheme. This includes:

- a) The reorganisation of the parking spaces in Market Place will eliminate the current 'chaotic' parking experience and improve pedestrian safety, compared to the current situation. At present, the parking bays in Market Place have to be accessed within a small confined and busy space, which makes vehicle manoeuvring very difficult and less safe for pedestrians;
- b) The two designated Blue Badge parking spaces will be allocated in the two parking spaces closest to the shops;
- c) The scheme design will ensure the authorised parking spaces are larger than those current in the area and are suitable for use by Blue Badge holders;
- d) The proposed realignment of Brook Street will make the pedestrian crossing a safer route toward the shops for those needing to park on the opposite side of Brook Street to the shops.
- e) It is assessed that the proposed kerbside parking bays may be no more unsafe than in the existing parking area given the random movement of vehicles through there at the moment.

The purpose of the improvements is to create a pedestrian and event space to help broaden the appeal of the Market Place to provide complementary activities to draw people to the town centre. This is a direct response to changing retail patterns and a post-COVID-19 world.

Further work will be undertaken to assess the feasibility of providing a raised table across Loughborough Road to provide added safety for pedestrians when crossing the road to access the shops for those parking on the other side of Loughborough Road.

Another identified potential barrier includes digital exclusion via the consultation period. For those individuals, including older people, unable to use or access technology to participate in the consultation a postal address has been provided. The relevant contact details have been displayed on posters circulated to local shops in the town centre and in the library.

<p><b>Disability</b> (Physical, visual, hearing, learning disabilities, mental health)</p>	<p><b>Positive</b> – The RSA and NMU audits will consider the needs and priorities of this group and changes will be made to the scheme design to address any areas identified where improvements are recommended.</p> <p>The proposed public realm improvements will assist those with disabilities in their use of this part of the town centre and the access to services and facilities. This includes the proposals to widen some pavements, level surfaces, more public open space, improved lighting and increased provision of seating, will assist in their use of these key areas of the town centre. The realignment of Brook Street will make the pedestrian crossing a safer route toward the shops in Market Place. Tactile paving and dropped curbs will be used in Market Place to signify safer crossing points to assist people with impaired sight. Any adverse impact on those people who would benefit from a smooth surface are outweighed on balance by the prevention of more serious impacts for people with sight impairments than those with mobility difficulties.</p> <p>Some of the proposed changes to the movement network and parking will also assist accessibility to the town centre for those with a disability, improving the services and facilities available to them.</p> <p>Personal safety in public spaces may potentially be an issue for this protected characteristic and the improvements to the public realm and the small interventions proposed will create a vibrant, inclusive environment making these groups feel safer and less intimidated.</p> <p><b>Negative</b> - The implementation of the street works will inevitably result in some temporary disruption, which may impact on those with disabilities. However, these works will be carried out in phases so that not all of the area will be affected at the same time, thereby minimising the temporary disruption caused by the street works, particularly in terms of accessibility and car parking.</p> <p>In terms of accessibility during the improvement works, the contractor will be obliged to maintain access to shops throughout the street works, where possible, as well as ensure the health and safety of older people and all other groups at all times.</p> <p>In terms of parking, there will inevitably be periods of temporary disruption in the level of car parking available in and around Market Place while street works are being carried out and potentially Cheapside (if this area is used as the contractors compound for storage of materials and welfare facilities). Mitigation actions will be taken to support this group whilst the improvements are taking place. For example, there will be regular publicity and signage displayed warning of the temporary disruption and to urge this group to use alternative parking in the area. Unfortunately, it is not possible to provide any temporary increase in parking elsewhere to mitigate the temporary loss of spaces, due to lack of alternative land.</p>
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The scheme design proposes to maintain the current level of designated parking in Market Place, including the number of spaces designated for Blue Badge holders. However, the parking spaces will be reorganised to unify the space and enable the creation of a large public open space for special events, more seating and landscaping. The parking will be moved from the current parking area in front of the shops and distributed around the outside of the new public open space, which will include parking on Brook Street.

This proposal could impact on those with disabilities in a number of ways, including:

- a) Small increase in distance to travel from some of the new parking spaces to the shops, which could cause some inconvenience for those with mobility needs;
- b) Parking on the kerb side rather than in a designated parking area off the road, which may be perceived as an added safety risk for those with disabilities;
- c) Some parking spaces will require crossing Brook Street or Loughborough Road to access the shops, which may be perceived as an added safety risk.

In considering the concerns identified with respect to this protected characteristic, balanced against the wider public interest, it is felt that reasonable accommodations have been factored into the design to address as many of the needs of this protected characteristic as is feasible within the overall site constraints and the agreed purpose of the scheme. This includes:

- a) The reorganisation of the parking spaces in Market Place will eliminate the current 'chaotic' parking experience and improve pedestrian safety, compared to the current situation. At present, the parking bays in Market Place have to be accessed within a small confined and busy space, which makes vehicle manoeuvring very difficult and less safe for pedestrians;
- b) The two designated Blue Badge parking spaces will be allocated in the two parking spaces closest to the shops;
- c) The scheme design will ensure the authorised parking spaces are larger than those current in the area and are suitable for use by Blue Badge holders;
- d) The proposed realignment of Brook Street will make the pedestrian crossing a safer route toward the shops for those needing to park on the opposite side of Brook Street to the shops.
- e) It is assessed that the proposed kerbside parking bays may be no more unsafe than in the existing parking area given the random movement of vehicles through there at the moment.

The purpose of the improvements is to create a pedestrian and event space to help broaden the appeal of the Market Place to provide complementary activities to draw people to

	<p>the town centre. This is a direct response to changing retail patterns and a post-COVID-19 world.</p> <p>Further work will be undertaken to assess the feasibility of providing a raised table across Loughborough Road to provide added safety for pedestrians when crossing the road to access the shops for those parking on the other side of Loughborough Road.</p> <p>Another identified potential barrier includes digital exclusion via the consultation period. For those individuals, including those with a visual impairment and unable to use or access technology to participate in the consultation a postal address has been provided. The relevant contact details have been displayed on posters circulated to local shops in the town centre and in the library.</p>
<b>Gender Reassignment (Transgender)</b>	<b>Positive</b> - Personal safety in public spaces may potentially be an issue for this group and the improvements to the public realm and the small interventions proposed will create a vibrant, inclusive environment making this group feel safer and less intimidated.
<b>Race</b>	<b>Positive</b> - Personal safety in public spaces may potentially be an issue for this group and the improvements to the public realm and the small interventions proposed will create a vibrant, inclusive environment making this group feel safer and less intimidated.
<b>Religion or Belief (Includes no belief)</b>	<b>Positive</b> - Personal safety in public spaces may potentially be an issue for this group and the improvements to the public realm and the small interventions proposed will create a vibrant, inclusive environment making this group feel safer and less intimidated.
<b>Sex (Gender)</b>	<b>Positive</b> - Personal safety in public spaces may potentially be an issue for this group and the improvements to the public realm and the small interventions proposed will create a vibrant, inclusive environment making this group feel safer and less intimidated.
<b>Sexual Orientation</b>	<b>Positive</b> –Personal safety in public spaces may potentially be an issue for this group, particularly female residents/customers. The improvements to the public realm and the small interventions proposed will create a vibrant, inclusive environment making this group feel safer and less intimidated.
<b>Other protected groups (Pregnancy &amp; maternity, marriage &amp; civil partnership)</b>	<p><b>Positive</b> – Improving the public realm will help women who are pregnant or in maternity gain better access to services and facilities in this part of the town centre.</p> <p>The RSA and NMU audits will consider the needs and priorities of this group and changes will be made to the scheme design to address any areas identified where improvements are recommended.</p> <p>The changes to the movement network and parking would also assist accessibility to the town centre for women who are</p>

pregnant or in maternity, improving the services and facilities available to them.

**Negative** – The scheme design proposes to maintain the current level of designated parking in Market Place. However, the parking spaces will be reorganised to unify the space and enable the creation of a large public open space for special events, more seating and landscaping. The parking will be moved from the current parking area in front of the shops and distributed around the outside of the new public open space, which will include parking on Brook Street.

This proposal could impact on women who are pregnant or in maternity in a number of ways, including:

- a) Small increase in distance to walk from some of the new parking spaces to the shops, which could cause some inconvenience for those with mobility needs;
- b) Parking on the kerb side rather than in a designated parking area off the road, which may be perceived as an added safety risk;
- c) Some parking spaces will require crossing Brook Street or Loughborough Road to access the shops, which may be perceived as an added safety risk.

In considering the concerns identified with respect to women who are pregnant or in maternity, balanced against the wider public interest, it is felt that reasonable accommodations have been factored into the design to address as many of the identified needs as is feasible within the overall site constraints and the agreed purpose of the scheme. This includes:

- a) The reorganisation of the parking spaces in Market Place will eliminate the current 'chaotic' parking experience and improve pedestrian safety, compared to the current situation. At present, the parking bays in Market Place have to be accessed within a small confined and busy space, which makes vehicle manoeuvring very difficult and less safe for pedestrians;
- b) The two designated Blue Badge parking spaces will be allocated in the two parking spaces closest to the shops;
- c) The scheme design will ensure the authorised parking spaces are larger than those current in the area and are suitable for use by Blue Badge holders;
- d) The proposed realignment of Brook Street will make the pedestrian crossing a safer route toward the shops for those needing to park on the opposite side of Brook Street to the shops.
- e) It is assessed that the proposed kerbside parking bays may be no more unsafe than in the existing parking area given the random movement of vehicles through there at the moment.

The purpose of the improvements is to create a pedestrian and event space to help broaden the appeal of the Market Place to provide complementary activities to draw people to

	<p>the town centre. This is a direct response to changing retail patterns and a post-COVID-19 world.</p> <p>Further work will be undertaken to assess the feasibility of providing a raised table across Loughborough Road to provide added safety for pedestrians when crossing the road to access the shops for those parking on the other side of Loughborough Road.</p> <p>The implementation of the street works will also inevitably result in some temporary disruption, which may impact on women who are pregnant or in maternity. However, these works will be carried out in phases so that not all of the area will be affected at the same time, thereby minimising the temporary disruption caused by the street works, particularly in terms of accessibility and car parking.</p> <p>In terms of accessibility during the improvement works, the contractor will be obliged to maintain access to shops throughout the street works, where possible, as well as ensure the health and safety of women who are pregnant or in maternity.</p> <p>In terms of parking, there will inevitably be periods of temporary disruption in the level of car parking available in and around Market Place while street works are being carried out and potentially Cheapside (if this area is used as the contractors compound for storage of materials and welfare facilities). Mitigation actions will be taken to support women who are pregnant or in maternity whilst the improvements are taking place. For example, there will be regular publicity and signage displayed warning of the temporary disruption and to urge this group to use alternative parking in the area. Unfortunately, it is not possible to provide any temporary increase in parking elsewhere to mitigate the temporary loss of spaces, due to lack of alternative land.</p>
<p><b>Other socially excluded groups</b> (carers, low literacy, priority neighbourhoods, health inequalities, rural isolation, asylum seeker and refugee communities etc.)</p>	<p><b>Negative</b> - An identified potential barrier includes digital exclusion via the consultation period. For those individuals, including those with low literacy and unable to use or access technology to participate in the consultation a postal address has been provided. The relevant contact details have been displayed on posters circulated to local shops in the town centre and in the library.</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.

Please note:

- a) If you have identified adverse impact or discrimination that is illegal, you are required to take action to remedy this immediately.
- b) Additionally, if you have identified adverse impact that is justifiable or legitimate, you will need to consider what actions can be taken to mitigate its effect on those groups of people.

## **Temporary Disruption in Market Place, Hall Croft and Bull Ring**

The implementation of the street works will inevitably result in some temporary disruption. There are two main areas of temporary disruption:

- a) Accessibility issues to homes and shops during the street works. This will predominantly impact on residents and businesses in the vicinity of Market Place/Cheapside and to a lesser extent in the Bull Ring and Hall Croft.
- b) Temporary loss of parking spaces during the street works. This will predominantly impact on residents and businesses in the vicinity of Market Place/Cheapside and to a lesser extent in Hall Croft.

In terms of accessibility during the improvement works, the contractor will be obliged to maintain access to shops throughout the street works, where possible, as well as ensure the health and safety of older people and all other groups at all times.

### **Mitigation Measures**

The Borough Council will establish an internal Business Management Group for the Shepshed public realm improvement project. Its role will be to provide leadership in coordinating the actions undertaken by the Council and others (including the contractor) to mitigate any temporary disruption arising from the street works carried out to deliver the public realm improvements. It will also take responsibility for all communications and media activity surrounding the project. The Group will also be responsible for maintaining an up to date Communication Plan and to lead on appropriate communications actions during the construction phase.

A range of measures have been identified, which will help mitigate the impact of any temporary disruption, including:

- Contractors to undertake the street works on a phased approach to minimise disruption and to maintain access to all shops at all times, as far as possible, as well as maintain traffic flow at all times;
- Contractor to be responsible for traffic and pedestrian management within the project area throughout construction works to minimise the impact of construction on the local traders in the area;
- Preparation of a clear and comprehensive media plan to publicise the street works and the measures to be implemented to minimise disruption;
- Printed bulletin (subject to COVID-19 restrictions) and online bulletin, circulated to all local shops and businesses, sharing details of the programme of works and contact details for key individuals;
- Designing some temporary vinyls and installing them on the temporary fencing erected by the contractor during the street works, to depict (for example) shop frontages) to help promote shopping;
- Mount a publicity campaign (including adverts) to persuade shoppers to come to town regardless of any disruption during the construction phase;
- Securing agreement of the appointed contractor to cooperate with the Council in supporting measures to minimise the temporary disruption and support local shops and businesses.

The construction contract will also require the Contractor to specify a named contact within the company with the role and responsibility to liaise closely with the Borough Council's appointed project manager, as well as the Business Management Group, giving monthly updates of the programme of works in order that the Borough Council is able to alert businesses and ensure the appropriate communications are in place well ahead of the event.

In terms of parking, there will inevitably be periods of temporary disruption in the level of car parking available in and around Market Place while street works are being carried out and potentially Cheapside (if this area is used as the contractors compound for storage of materials and welfare facilities).. Mitigation actions will be taken to support protected characteristics whilst

the improvements are taking place. For example, there will be regular publicity and signage displayed warning of the temporary disruption and to urge this group to use alternative parking in the area. Unfortunately, it is not possible to provide any temporary increase in parking elsewhere to mitigate the temporary loss of spaces, due to lack of alternative land.

### **Reorganisation of Parking Spaces in Market Place**

The scheme design proposes to maintain the current level of designated parking in Market Place. However, the parking spaces will be reorganised to unify the space and enable the creation of a large public open space for special events, more seating and landscaping. The parking will be moved from the current parking area in front of the shops and distributed around the outside of the new public open space, which will include parking on Brook Street.

This proposal could impact on women who are pregnant or in maternity in a number of ways, including:

- a) Small increase in distance to walk from some of the new parking spaces to the shops, which could cause some inconvenience for those with mobility needs;
- b) Parking on the kerb side rather than in a designated parking area off the road, which may be perceived as an added safety risk ;
- c) Some parking spaces will require crossing Brook Street or Loughborough Road to access the shops, which may be perceived as an added safety risk.

### **Mitigation Measures**

In considering the concerns identified with respect to women who are pregnant or in maternity, balanced against the wider public interest, it is felt that reasonable accommodations have been factored into the design to address as many of the identified needs as is feasible within the overall site constraints and the agreed purpose of the scheme. This includes:

- a) The reorganisation of the parking spaces in Market Place will eliminate the current 'chaotic' parking experience and improve pedestrian safety, compared to the current situation. At present, the parking bays in Market Place have to be accessed within a small confined and busy space, which makes vehicle manoeuvring very difficult and less safe for pedestrians;
- b) The two designated Blue Badge parking spaces will be allocated in the two parking spaces closest to the shops;
- c) The scheme design will ensure the authorised parking spaces are larger than those current in the area and are suitable for use by Blue Badge holders;
- d) The proposed realignment of Brook Street will make the pedestrian crossing a safer route toward the shops for those needing to park on the opposite side of Brook Street to the shops.
- e) It is assessed that the proposed kerbside parking bays may be no more unsafe than in the existing parking area given the random movement of vehicles through there at the moment.

Further work will be undertaken to assess the feasibility of providing a raised table across Loughborough Road to provide added safety for pedestrians when crossing the road to access the shops for those parking on the other side of Loughborough Road.

Summarise your findings and give an overview as to whether the policy will meet Charnwood Borough Council's responsibilities in relation to equality and diversity (please refer to the general duties on the front page).

The project will benefit the community as a whole by contributing towards improving the town centre, with particular groups experiencing a positive impact through a more inviting public realm, improved accessibility to services and facilities, improved movement networks and improved designated parking and loading/unloading.

## Step 6- Monitoring, evaluation and review

Are there processes in place to review the findings of this Assessment and make appropriate changes? In particular, how will you monitor potential barriers and any positive/ negative impact?
A Project Executive has been established by the Borough Council for the project. This will monitor the delivery of the various aspects of the public realm improvement scheme. A Project Plan has been prepared and is regularly monitored by the Project Executive. Regular meetings with the Shepshed Town Team will also be scheduled during the construction phase. This will provide a framework for regular monitoring the impact of this project and the resolution of potential barriers / adverse impacts.
How will the recommendations of this assessment be built into wider planning and review processes? e.g. policy reviews, annual plans and use of performance management systems.
The Shepshed Public Realm Project is already factored into the service plan and performance management frameworks.

## Step 7- Action Plan

<b>Please include any identified concerns/actions/issues in this action plan:</b> <b>The issues identified should inform your Service Plan and, if appropriate, your Consultation Plan</b>			
<b>Reference Number</b>	<b>Action</b>	<b>Responsible Officer</b>	<b>Target Date</b>
1	Borough Council to establish an internal Business Management Group to coordinate actions to minimise temporary disruption caused by the street works.	Steve Dibnah	September 2020
2	Contractors to undertake street works on a phased approach to minimise disruption and maintain access to shops as far as possible.	Steve Dibnah	September 2020
3	Contractor to prepare effective traffic and pedestrian management plan to minimise the impact of street works on local residents and traders.	Steve Dibnah	September 2020
4	Preparation of a clear and comprehensive media plan of measures to minimise disruption.	Steve Dibnah	September 2020
5	Regular information circulated to residents, local shops and businesses on the programme of works.	Steve Dibnah	September 2020
6	Contractor to specify a named contact to liaise with Borough Council and give monthly progress updates.	Steve Dibnah	September 2020
7	Two designated Blue Badge parking spaces to be allocated in closest bays to Market Place shops.	Steve Dibnah	September 2020
8	Realignment of Brook Street to make the pedestrian crossing a safer route toward the shops.	Steve Dibnah	September 2020
9	Assess feasibility of providing a raised table across Loughborough Road.	Steve Dibnah	September 2020
10	Regular monitoring of the impact of this project and the resolution of potential barriers / adverse impacts, as appropriate.	Steve Dibnah	September 2020

**Step 8- Who needs to know about the outcomes of this assessment and how will they be informed?**

	<b>Who needs to know?</b> (Please tick)	<b>How they will be informed</b> (we have a legal duty to publish EIA's)
<b>Employees</b>	<b>Yes</b>	Published report
<b>Service users</b>	<b>Yes</b>	Published report
<b>Partners and stakeholders</b>	<b>Yes</b>	Published report
<b>Others</b>		
<b>To ensure ease of access, what other communication needs/concerns are there?</b>		

**Step 9- Conclusion (to be completed and signed by the [Service Head](#))**

<b>Please delete as appropriate</b>	
<b>I agree / disagree with this assessment / action plan</b>	
<b>If <i>disagree</i>, state action/s required, reasons and details of who is to carry them out with timescales:</b>	
	
<b>Signed (Service Head):</b>	<b>Head of Planning &amp; Regeneration</b>
<b>Date: 15 October 2020</b>	

**[Please send completed & signed assessment to Suzanne Kinder for publishing.](#)**

## SHEPSHED PUBLIC REALM PROJECT

## PUBLIC CONSULTATION EXERCISE: 21 SEPTEMBER TO 19 OCTOBER 2020

## SNAPSHOT OF COMMENTS RECEIVED AS PART OF THE ONLINE SURVEY

**Support in Favour of the Proposals**

- “I am all for the improvements and hope this is a taste of things to come since Shepshed has lacked investment for years. I know the reduced parking is a concern for some, but it doesn't seem much reduced to me and people can always park a little further away.”
- “The Market Place I believe will give the biggest improvement. I like the idea it will be more pedestrian friendly, yes, probably at the expense of car parking but then it's about time pedestrians are given greater priority for this area. I especially like the idea of the market stalls to be placed in this area - the market place!”
- “Thank you for an excellent/clear webinar/zoom presentation of the proposals. As a local resident who is able to access the town on foot I appreciate the focus on "public realm".”
- “I think overall the project will encourage more people to use the centre of Shepshed as it will enhance the area with seating and planting.”
- “Car users will not be happy but they should not dominate the decision.”
- “Delighted to see these proposals. Shepshed needs some beautifying.”
- “The new Market Place looks great and will definitely improve Shepshed, I feel the aesthetics of Shepshed could be improved further by re fronting shops and pubs to look more like a quaint village.”
- “The Market Place looks great, having the market there will drive more business. It's a shame some of the shop fronts aren't being done up.”

**Concerns about the Parking Proposals for Market Place**

- “The Market Place plans look fantastic but there are currently 15 car parking spaces outside the post office and I feel it would harm these businesses for them to lose these. The number given in the plan is not adequate. I would sacrifice the area outside the new chip shop to gain these extra spaces.”
- “The new design for the market place is awful. Currently the parking spaces are always in use for people nipping into the post office or the butchers, why would you remove these off road spaces? The companies want people to 'nip in' , we want the companies to stay, so why would you stop people from being able to quickly park and pop in? Don't get me wrong it looks nice with 2 extra flower beds, its not very practical though is it?”
- “I do worry about the parking which will be affected in the market place. If there isn't enough people will either park their cars in silly places or not use these businesses.”
- “Elderly shoppers, Blue Badge holders are grateful to be able to park in the Market Place and removal will only discourage shoppers.”
- “Please don't reduce the parking near the Post Office - it will only move the issue on to the narrow streets, causing potential danger to pedestrians and putting people off using local shops.”
- “I think it is absurd to take away local parking for residents and visitors. There is already a distinct lack of free parking without removing what's already there!”
- “The loss of parking spaces & reintroduction of street parking seems a regressive move. How safe will it be getting infants or the infirm out of a car onto a busy road which is being narrowed to allow for wider pavements?”

- “Parking provision has to be considered as more of a priority to encourage people to shop in Shepshed. The centre of Shepshed just isn't going to be somewhere that people stroll to have coffee and browse the shops. It needs to be functional as well as smarter.”
- “Parallel parking on a main road sounds dangerous with cars stopping and reversing into oncoming traffic to park.”
- Both myself and my husband are very concerned about the proposals in the Market Place. My husband has a Blue Badge if the only Disabled parking is at the bottom of Church Street we feel it will be very dangerous when attempting to reverse park into a space when you can't see approaching cars from Brook Street who are indicating to turn left to go up Church St.”
- “I love the design for the Market Place but I'm concerned that there is not enough thought put into how people in cars will be able to return in the direction they have come from.”
- “When vacating the space [at the bottom of Church Street] where can you go? It is one way, so lots more traffic would have to proceed up Church St or use the Co-op car park as a run through! We probably visit Market Place at least 2/3 times a week coming from the Belton side of Shepshed which means we will need to turn round somewhere to drive home. Where?”
- “I would like to know where the residents of Brook Street Shepshed are being asked to park going forwards?”
- “This scheme does not provide off street parking for residents.”
- “If you want to make any actual improvements in this area how about moving the position of the zebra crossing because it's in such a dangerous position as idiots race around the corner.”
- “To remove the parking on Brook St/Market Place would put extra pressures on the streets surrounding.”
- “The crossing outside of Newboulds really needs moving to a safer place. Driving towards Hathern, it can be very difficult to see anyone waiting to cross from Newboulds side.”

#### **Other Concerns about the Market Place Proposals**

- “Too much space is used for seating. That enough space could be left to hold Christmas markets and other social events for the community. Possibility for food or drink festivals even if they only attract locals would be amazing for the local economy. If enough space could be left near business premises this could allow new business with outdoor seating.”
- “I am fully in favour of improving the appearance of Shepshed. However my concern is over the relocation of the market. The Market Place is nowhere big enough to accommodate the newly resurgent market.”
- “Space allocated in the Market Place for 'relocation' of the market appears wholly inadequate given the current size and number of stalls (6no,) and size of queues (following social distancing rules) at the Friday market in Hallcroft - the market as seen a resurgence over the past 5-6 weeks and is proving popular and is well-supported, with 30+ people in queues and milling around at any one time.”

#### **Comments about the Landscaping/Street Furniture Proposals**

- “Too much emphasis on pots and planting for colour. Plants will just be destroyed. Waste of money.”
- “The number of new planters is welcome but only if the town council accept their upkeep and maintenance if not they will be an eyesore.”
- “There will be a need for a robust and well funded strategy (possibly a system of sponsorship.) to ensure flowers are watered, weeded, dead headed and generally maintained. Possibly hardy evergreen shrubs or bushes might be more appropriate or at least form part of the display?”
- “Consideration may be needed for the up keep of the planted areas, which tend to be quickly ruined. Maybe trees rather than small plants would survive better and still soften the area.”

- “Will the planting plan include local provenance seed? Have sunlight surveys been conducted in order to specify plant type, watering needs, effects upon structures & subsequent maintenance costs?”
- “Providing benches with arm rests to help us push up from a seated position.”
- “What use are seats which will only be used by groups of youngsters or drinkers who have left the pubs?”
- “The real solution to vandalism should be adequate policing.”

#### **Comments on the Hall Croft Proposals**

- “Could the land of Hall Croft cafe be purchased anonymously by the council (to achieve a good price). Then be turned into a pay and display car park?”
- “Hall Croft Entrance Gate: The barriers proposed look the same style as existing. I believe these aren't very inviting and actually make it less like a gateway to Hall Croft.”
- “Hall Croft Entrance: A possibility, providing property owners agree could be to create wall memorials/Art along near along the passage. Using talented local artists. This would brighten the area up making it more attractive but also cultured and diverse.”
- “The soft landscaping scheme in Hallcroft should include retention of the Mulberry bush/tree, which has a historic association with the old Hallcroft School, or replacement with a new Mulberry plant.”
- “Hall Croft Market area: I suggest as planned remove the concrete circles but don't replace them with flowerbeds were the ground is flat. Leave the space open to allow a more useable space for market days and events. The circle is currently wasted space that could be used better.”
- “These are excellent proposals. We note that there is a flower bed at street level shown outside the library. We wonder about the wisdom of this. Plants at ground level can easily be walked on. Perhaps raised beds or planters would be more appropriate?”
- “Field Street and southern entrance to Hall Croft are excellent. We like the planters and wall plants topped with wood fencing enhancing the ugly brick wall and replacing the razor wire. In fact could more be done to enhance the visual appearance of this area, possibly manger type wall planters.”

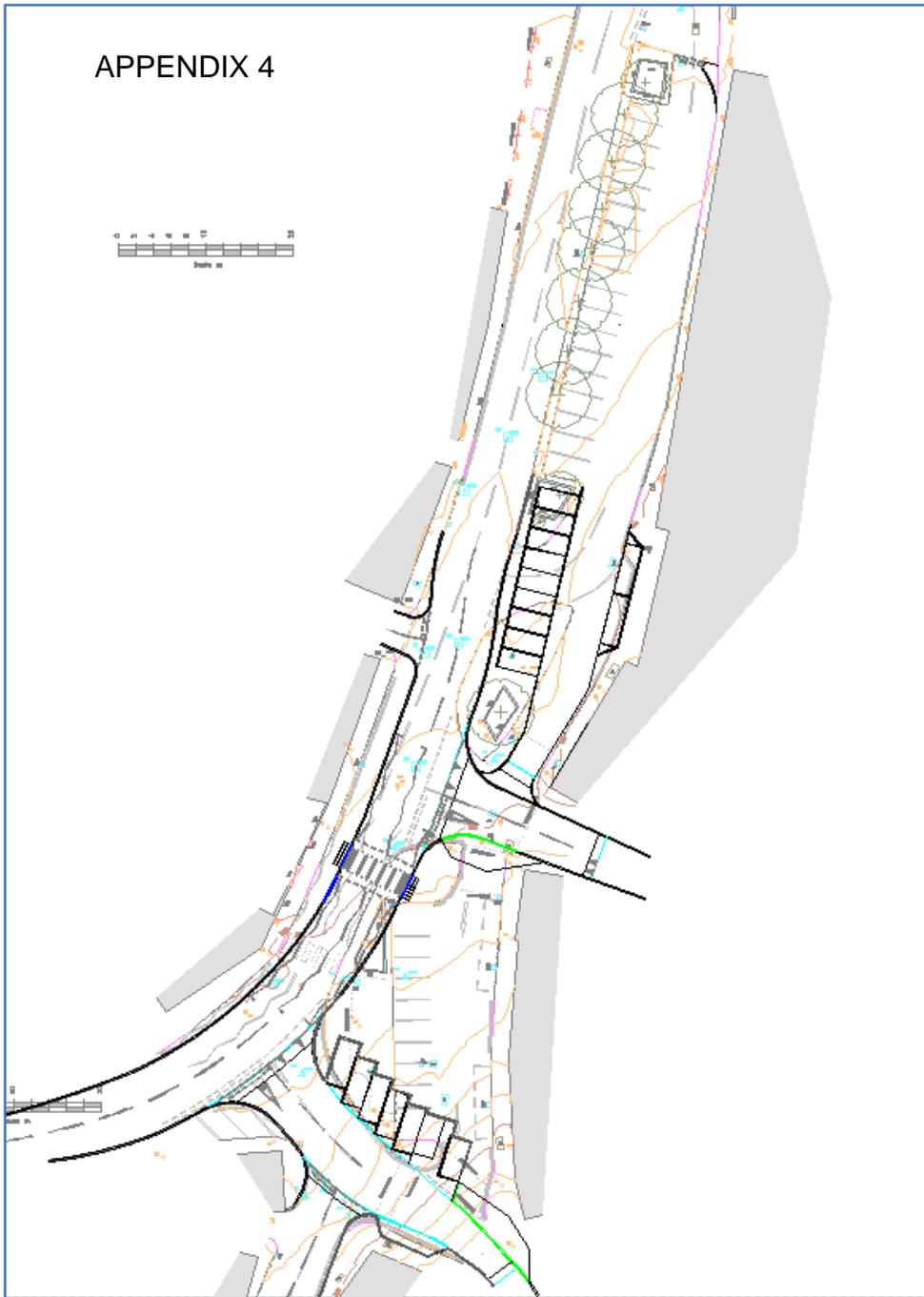
#### **Comments on the Bull Ring Proposals**

- “The Bull Ring could be improved by moving the bus shelter much further back and making a designated lay-by for the busses to pull in off the road.”
- “Re. Bus shelter in the Bullring - the absence of side panels will be sadly missed during winter weather.”
- “Could a small roundabout with a central feature e.g. statue, clock, tree or ornamental light be put in the centre of the Bull Ring?”
- “Just signage and benches will not change the bull ring or field street it needs money for improving shop fronts and also needs something to slow the traffic down to feel safe!”
- “It all looks good, my only concern is that the seating will cause youths to congregate in the bullring instead of other people using it for what it is intended for.”

#### **Comments on the Field Street Proposals**

- “Proposal for Field Street may benefit from 'greening' / artwork on the brick retention wall along the south side of the street. A pity more cannot be done along Field Street to make it a more attractive shopping area and thoroughfare.”

## APPENDIX 4



## Shepshed Public Realm Project: Redesign Option Market Place

### Total parking bays:

- 19 new parking bays on Church Street and Cheapside
- 18 existing parking bays retained on Cheapside
- Nett gain of 5 new parking bays

### Proposed kerb alignment:

- Brook Street realigned
- Pedestrian crossing on Brook St repositioned
- Church Street:
  - 5 x new standard chevron bays
  - 2 x new disabled bays (sharing yellow hatching)
  - 1 x new standard parallel bay
- Cheapside parking area:
  - One-way arrangement with access via Loughborough Road and exit via Brook Street to the north (with build out and give way at the Cheapside / Dovecote junction)
  - 9 x new standard 90 degree bays
  - 2 x new parallel bays
  - 18 x existing parking bays retained
  - Raised table over Loughborough Road connecting public realm area at Cheapside with Market Place for pedestrians

## CABINET – 19TH NOVEMBER 2020

### **Report of the Strategic Director of Housing, Planning, Regeneration and Regulatory Services Lead Member: Councillor Jonathan Morgan**

#### **Part A**

#### **ITEM 8      ENTERPRISE ZONE – COVID-19 RECOVERY PROGRAMME**

##### Purpose of Report

To appraise Members of the establishment of a Covid 19 recovery fund financed by the uplift in business rates from the designated Enterprise Zone sites within Charnwood,

To approve a business case for submission to the LLEP Board to permit the use of that funding to commission Loughborough University to deliver a two year support programme to assist highly skilled people and graduates, adversely affected by the global pandemic, in the acquisition of the entrepreneurial skills and capabilities required to grow and establish new businesses to support the recovery of the local economy, and,

To support the use of the balance of the fund to assist in the delivery of capital investment in the repurposing of buildings within Charnwood Campus to house the proposed Medicinal and Synthetic Chemistry Research Centre.

##### Recommendations

1. That the business case for the delivery of the EZ Covid 19 recovery programme, as set out in Appendix 1, be approved.
2. That subject to the approval of the business case by the LLEP Board, Loughborough University is commissioned to deliver the recovery programme in accordance with the provisions, outcomes and milestones prescribed in the business case.
3. That delegated authority be given to the Strategic Director; Environmental and Corporate Services to agree the terms of, and enter into, a contract for the delivery of the programme.
4. That the preference of the Enterprise Zone Implementation Group for the deployment of the balance of the Covid Recovery Fund to off-set the funding and borrowing costs associated with capital investment on Charnwood Campus be endorsed and supported.

##### Reasons

1. To permit the consideration and approval of the business case by the LLEP Board for the release of the necessary funding.
2. To engage a suitable partner with the appropriate experience, skills, capabilities and capacity to deliver the programme.
3. To ensure performance targets are achieved, delivering value for money in the allocation of public funding.
4. To enhance the business case for the delivery of the proposed Medicinal and Synthetic Chemistry Research Centre and its capacity to deliver new jobs in the life sciences sector.

## Policy Justification and Previous Decisions

The Corporate Strategy 2020 – 2024, under the theme of “A Thriving Economy,” commits to continuing to support and foster strong economic growth in the Borough. The Enterprise Zone, along with other economic drivers, supports the Council’s commitment to leading, supporting and collaborating with partners and the private sector to ensure future generations have access to high quality jobs. The Strategy affirms the intention to grow Charnwood’s reputation as a place where businesses thrive, particularly those in the innovation sector.

Our core values commit to working together as one council and in partnership with others; a commitment which finds further expression under the theme of “One Council” under which we will collaborate with partners in a variety of ways to bring improvements to our services and the Borough of Charnwood as a whole.

## Implementation Timetable including Future Decisions and Scrutiny

The Recovery Programme business case is to be considered by the LLEP Board on 1 December 2020. Subject to the submission being approved it is intended to consolidate the delivery plan and recruit stream leaders over the period to March 2021 enabling the recruitment of the participants for the first cohort with the remainder of the programme being delivered over the following two years, subject to satisfactory performance.

The delivery of the Medicinal and Synthetic Chemistry Research Centre is the subject of a separate business case prepared by Charnwood Campus Ltd which has already been approved by the LLEP Board. That proposal will be the subject of efforts to secure a loan from a lending partner, the terms of which will be enhanced by the deployment of additional funding already secured against the uplift in business rates income with the intention of commissioning the facility in 2021.

## Report Implications

The following implications have been identified for this report.

### *Financial Implications*

The recommendations have no impact upon approved budgets. The costs are fully covered by retained business rates accumulated from the Enterprise Zone over the period April 2017 to March 2020. Details outlining the derivation and allocation of that funding are set out in Part B of the report.

## *Risk Management*

The risks associated with the decision Cabinet is asked to make and proposed actions to mitigate those risks are set out in the table below.

Risk Identified	Likelihood	Impact	Overall Risk	Risk Management Actions Planned
Failure on the part of the delivery partner to meet the targets in the business case resulting in a poor rate of return on investment	Unlikely (2)	Significant (2)	Low (4)	Performance targets will be contractually agreed with the release of funding being triggered on provision of evidence of delivery.  The business case will be fully assessed by the LLEP before being approved as the basis for entering into partnership
Failure on the part of Charnwood Campus to deliver the proposed Medicinal and Synthetic Chemistry facility resulting in a poor rate of return on investment	Unlikely (2)	Significant (2)	Low (4)	The business case for the project will be fully assessed by the LLEP and the overall contract attached to the grant award will require that it be underwritten by the site promoter.

## *Equality and Diversity*

An Equality Impact Assessment (EIA) has been undertaken for the proposed programme. A copy of the EIA is attached at Appendix 3 to this report.

Key Decision: Yes

Background Papers: None

Officers to contact: Richard Bennett  
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[Richard.bennett@charnwood.gov.uk](mailto:Richard.bennett@charnwood.gov.uk)

David Hankin

Team Leader: Regeneration and Economic  
Development  
(01509) 634727  
[david.hankin@charnwood.gov.uk](mailto:david.hankin@charnwood.gov.uk)

## Part B

### Background

#### Context

1. In April 2017 the government approved the designation of the Loughborough and Leicester Science and Innovation Enterprise Zone. The Enterprise Zone (EZ) designation comprised three discrete components including two sites in Loughborough; the former Astra Zeneca site, now branded as Charnwood Campus (CC), and an extension to the established Loughborough University Science and Enterprise Park (LUSEP).
2. One of the primary drivers to support the delivery of an EZ is the provision for the local retention of business rates generated within the designated area, subject to a proportion of that income being retained by the billing authorities to ensure that they are left no worse off. The deployment of the balance of the locally retained business rates is overseen by the Leicester and Leicestershire Enterprise Partnership (LLEP) for the purposes of directing investment to support the delivery of the EZ and economic development across the wider LLEP area.
3. Negotiations between the LLEP and the billing authorities recently have been concluded with the drafting of the "Enterprise Zone Business Rates Retention Agreement" directing the distribution of the business rates generated. During those negotiations it was proposed, and subsequently agreed by the LLEP Board, that 50% of the rates collected between 2017 and 2020 should be ring-fenced for activities to aid Covid-19 recovery for businesses on and connected to the EZ through programmes of support.
4. After the deduction of the proportion to be retained by the billing authority, Charnwood Borough Council in this instance, the accumulated EZ business rates collected from the Loughborough sites amounted to £1,255,039. That income was generated entirely within the CC site as none of the development completed to date within the LUSEP site falls within the designated EZ boundary.
5. Applying the 50% split, that results in a fund of £627,520 for interventions to aid Covid-19 recovery for qualifying businesses and individuals.
6. The LLEP Board proposed that the billing authorities prepare business cases for the use of the funding through the EZ Implementation Groups for subsequent presentation to the LLEP Board for agreement.
7. The respective EZ Implementation Groups for CC and LUSEP met at the end of July where it was agreed that the "Covid-19 Recovery Fund" should be split 50:50 between CC and LUSEP, placing £313,760 at the disposal of each site.
8. It was reported and agreed by the LUSEP Implementation Group that proposals were already being developed by the promoters of that site in partnership with the Borough Council ("Restocking the Business Base")

which were supported for subsequent presentation to and approval by the LLEP Board.

9. In the case of the CC site the Implementation Group noted that there were no emerging proposals for the use of the “Covid-19 Recovery Fund” and it was agreed that the available funding could be combined with the LLEP element of the business rates to off-set the borrowing costs and forward funding of the CC’s bid for £3.4 million to enable the delivery of the proposed Medicinal and Synthetic Chemistry Research Centre by the re-purposing of Building 42.

### **Business Case – Enterprise Zone Covid Recovery Programme**

10. Working in partnership with Loughborough University and the wider stakeholder group, an opportunity has been identified to assist and retain highly skilled personnel through a training and support programme in order that this pool of talent is equipped to make a positive contribution to the recovery of the local economy in the wake of the pandemic and consequential recession. A full business case for the programme, devised with the assistance of the University, is attached at Appendix 1 and presented for the approval of the Borough Council in its capacity as the billing authority with overall responsibility for the deployment of the “EZ Covid-19 Recovery Fund.”
11. Subject to the Borough Council’s confirmation of its support for the business case it will be submitted for the approval of the LLEP Board at its meeting on 1 December 2020, having first been subject to appraisal and detailed scrutiny by the LLEP Investment Panel.
12. The intervention is prompted by the unprecedented shock to the economy caused by the outbreak of Covid-19. Smaller companies in particular are expected to be most vulnerable to the economic impact of the crisis; small and medium sized enterprises (SMEs) comprise the greater part of businesses across Charnwood and the LLEP region in general. It is anticipated that businesses, including those operating within the Science Park and Enterprise Zone sites, may be forced to shed highly skilled employees in order to survive, while others may be compelled to close completely. In the same time frame a cohort of talented University leavers also will be entering the employment market when opportunities may be expected to be constrained. As a result, there is projected a dramatic increase in unemployment among skilled and experienced professionals along with highly educated young people possessed of entrepreneurial capabilities.
13. That talent pool represents a major opportunity to replace the losses attributable to the economic downturn with a new generation of businesses better equipped for the future:
  - established more robustly, with trained and supported founders;
  - focused on emerging markets and committed to scale up and growth;
  - benefitting from an accelerated start;

- rooted in the Loughborough area; and,
  - more resilient to future challenges.
14. Loughborough University has an established reputation for entrepreneurship. The success of its graduate start up programme, “The Studio,” has led to the establishment of a dedicated business incubator, *LU Inc.* with a mission to cultivate emerging innovative and ambitious businesses, bringing together academic and graduate entrepreneurs with founders from across the region and beyond to create a rich, vibrant and world renowned entrepreneurial community.
  15. By reason of the geography, its patronage of the extended LUSEP Enterprise Zone, acknowledged expertise in the provision of entrepreneurial support and established structures for sustaining business support programmes, the University, through its subsidiary, *LU Inc.*, is ideally placed as the Council’s leading partner in the delivery of the EZ Covid-19 Recovery Programme further summarised below.
  16. Under contract to the Borough Council *LU Inc.* will deliver a business start-up accelerator programme. That will involve harnessing existing skills and experience at Loughborough University in enterprise, entrepreneurship, business creation, start-ups and growth. The programme will co-ordinate with the Borough Council and all regional partners including LLEP Growth Hub, Leicestershire County Council, the EZ sites, co-working and business space providers, Business Chambers, the Federation of Small Businesses (FSB) and private sector professional service providers.
  17. The business case provides for the delivery of the programme through a series of accelerator “Streams.” Each stream will deliver six-month long accelerator programmes over a two-year period from selected locations; one at LUSEP, one in Loughborough Town Centre and in other locations where possible.
  18. Through each “Stream” groups of selected pre-start & early stage businesses will be provided with a combined programme of training, on-hand business coaching and group peer action-learning, workspace and equipment access, and curated networking. That will be followed by a managed transition to other support programmes, facilities (through grant support) and networks. The outline curriculum is also designed to emphasise concepts not covered in detail by other providers (innovative business modelling, scaleup and rapid growth covered at start-up stage) and incorporating acquired expertise in working with knowledge-based innovation focussed businesses.
  19. There is no other local provider delivering the same combined and comprehensive offer to early stage businesses and over such an extended period. The aim is to support the local business ecosystem, and other providers, by developing the pipeline of new businesses accessing other support programmes and facilities operating in the region.
  20. Through this programme the project will aim to:
    - Engage 250 individuals exploring business start-up

- Train 100 pre and emerging start-up businesses
- Support the setup of 35 new businesses
- Support 20 businesses to transition to follow on workspace facilities
- Support 20 businesses to secure follow on finance from other private or public sector providers.

21. The business case calls for the provision of support to be focussed primarily on individuals exploring business start-up as an alternative career and on pre and emerging new businesses. Eligible individuals will need to be:

- Living, working/or intending to work or recently studying in the LLEP area
- Out of work or in casual/temporary employment
- Entering / re-entering the labour market
- May be accessing employment assistance (financial or other support)

22. Eligible businesses will need to be:

- Located within the LLEP area
- Comprising individual or multiple founders
- Within the first 12 months of setup or initial trading
- At an early development stage (seeking market validation of products or services, gathering evidence of product market fit or developing new prototype technologies to commercialise).
- Not yet 'stabilised' and needing flexibility to respond to significant changes in the business or founder circumstances (e.g. major pivot of business proposition, part-time employment of founders)

23. The full programme has been costed at £414,930. With £101,170 being provided in match funding from the University in the form of input from the *LU Inc.* manager and provision of office space. The balance of £313,760 is the subject of the bid for funding from the EZ Covid Recovery Fund and falls wholly within the approved envelope allocated to the LUSEP site.

### **Programme Delivery**

24. The programme is to be delivered on behalf of the Council by *LU Inc.* in accordance with the outcomes and milestones specified in the business case. The University's proposals for meeting the terms of the business case are set out in its project plan, "Restocking the Business Base," attached at Appendix 2.

25. The programme, by reason of its construction, conveniently falls into four "cohorts," each of six months duration. Following negotiation with delivery

partners, a contract will be drafted to link the staged release of funding conditional upon evidence of performance against the agreed outcomes for each cohort, subject to an initial payment to address set up costs.

### **Appendices**

Appendix 1: Enterprise Zone Business Case – Covid Recovery CBC

Appendix 2: Restocking the Business Base (Business Plan) Loughborough University

Appendix 3: Equality Impact Assessment

## ENTERPRISE ZONE -BUSINESS CASE -COVID RECOVERY

Basic Information	
Project Name	Enterprise Zone Covid Recovery Programme
Promoting Organisation	Charnwood Borough Council
Primary Contact Name and contact details	<p><b>Richard Bennett</b> Head of Planning and Regeneration <a href="mailto:Richard.bennett@charnwood.gov.uk">Richard.bennett@charnwood.gov.uk</a> 01509 634763</p> <p><b>David Hankin</b> Team Leader: Regeneration and Economic Development <a href="mailto:David.hankin@charnwood.gov.uk">David.hankin@charnwood.gov.uk</a> 01509 634727</p>
Location of Project(s)	Stream A programme activity – LU Inc. business incubator, Loughborough University Science & Enterprise Park (LUSEP) Stream B programme activity – Loughborough Town Centre Enterprise Space
Project Postcode <small>It is acknowledged that projects will span large distances and may not have one postcode. If this is the case please type the most relevant post code</small>	LE11 3QF

Project Overview	
Provide a brief overview of the project/programme of support	<p>The Project is intended as a direct response to the economic fallout caused by the COVID-19 Global Pandemic and accompanying recession. It is intended to enable the creation of a new generation of businesses by supporting individuals whose employment prospects have deteriorated to equip them with new skills to enable them to develop a new generation of businesses which are 'fit for the future'; agile, focused on emerging markets and committed to scaleup and growth. In turn, rejuvenating the local economy by helping to generate new jobs, value and innovations. To achieve this, early stage business founders will be equipped with the skills, knowledge, resources and networks to rapidly test, validate, setup and grow their businesses. The programme will establish multiple accelerator "Streams". Each stream will deliver a series of six-month long accelerator programmes over a two-year period at selected locations (one at Loughborough Science and Enterprise Park (LUSEP); one in Loughborough Town Centre). The project will engage with as many as 250 people with business ideas, will provide a six-month programme to up to 100 pre and emerging businesses and enable the establishment of 35 new businesses.</p>

<p>Please explain the need for funding and how this contributes to economic recovery.</p>	<p>The global economy has experienced an unprecedented shock caused by the outbreak of COVID-19. Smaller companies are particularly vulnerable in this crisis and this is especially damaging for the LLEP region because the local economy is largely SME based. Businesses will have been forced to shed highly skilled employees in order to survive, whilst others will have collapsed entirely. A cohort of talented University leavers will also be flooding the labour market. The result is a dramatic increase in unemployed skilled and experienced professionals and in entrepreneurial and highly educated young people.</p> <p>Public sector financial and other assistance has focussed on short term interventions designed to mitigate the most immediate and severe challenges faced by existing businesses as a result of the pandemic. There has been less direct support to earlier stage businesses which have not yet developed a strong trading history, or people who had started out on a new venture when the pandemic struck. Private sector assistance, through banks and other funders has been focussed on scaleup businesses which have already secured a significant level of investment and have existing relationships with funders, excluding earlier stage, high potential founders and ventures.</p> <p>There is now a need to deploy medium term interventions for economic recovery and resurgence. The Borough Council, in partnership with Loughborough University, LLEP has a critical role to play in that process. This project will respond by leveraging the University's expertise, resources and networks to help to revitalise the economy, by supporting the development of a new generation of businesses focused on innovative approaches and rapid growth and in so doing enabling the creation of new jobs, value and opportunity for the region. It will help to future proof the contemporary skills and enterprise base of the town and wider region, making it more resilient as an economy during uncertain economic times arising from the pandemic.</p>
<p>Funding Requested</p>	<p>£313,760</p>
<p><b>Key dates</b> Earliest possible start date for the project (e.g. on site) post approval, funding contract and procurement</p>	
<p>Project Start Date</p>	<p>1 January 2021</p>
<p>Project End Date</p>	<p>31 July 2023</p>
<p>Provide a brief commentary to demonstrate that the project will be commenced by the stated date.</p>	<p>The University's <i>LU Inc.</i> Incubator Manager will be deployed (with time committed from January 2021) with the support of colleagues as needed. In month 1 of the Project Stream Leaders post approval and recruitment will be initiated, partners will be engaged and the design of a detailed delivery plan will be developed. Physical space for Stream A is available already. The location for Stream B will be identified and agreements to secure this space will be initiated. The programme will commence delivery from March 2021.</p>

<p><b>Project Milestones/Activities</b></p>
<p>Please outline each of the key milestones/activities to deliver this project. Please note this project plan should start and end with the dates provided above. (Please add more boxes for each key milestone/activity).</p>

Description	Start Date (Tasks only)	End Date (Tasks and Milestones)	Key Task/Milestone?
Design of detailed delivery plans (event / training / coaching) and design of grant administration process.	Jan 2021	Feb 2021	Key Task
Partner engagement – discuss with partner agencies their involvement / touchpoints in cohort / stream delivery	Jan 2021	Feb 2021	Key Task
Plan and resolve locations for Stream delivery (incl. Stream A LU Inc., LUSEP / Stream B Town Centre)	Jan 2021	Apr 2021	Key Task
Initiate stream Leaders post approval and recruitment	Jan 2021	Mar 2021	Key Task
Project application portal developed and published online and engagement and onboarding of Stream A Cohort 1 and Stream B Cohort 1 initiated	Jan 2021	Mar 2021	Key Task
LUSEP LU Inc. business facilities ready to host Stream A & B Cohort 1		Feb 2021	Milestone
Town Centre business facilities ready to host Stream B Cohorts		May 2021	Milestone
First cohorts recruited and delivery commenced		Mar 2021	Milestone
Delivery of Stream A & B combined Cohort 1	Mar 2021	Aug 2021	Key Task
Second cohorts recruited and delivery commenced		Sept 2021	Milestone
Delivery of Stream A Cohort 2 and Stream B Cohort 2	Sept 2021	Feb 2022	Key Task
Third cohorts recruited and delivery commenced		Mar 2022	Milestone
Delivery of Stream A Cohort 3 and Stream B Cohort 3	Mar 2022	Aug 2022	Key Task
Fourth cohorts recruited and delivery commenced		Sept 2022	Milestone
Delivery of Stream A Cohort 4 and Stream B Cohort 4	Sept 2022	Mar 2023	Key Task
Project evaluation and close	Apr 2023	May 2023	Key Task

### Strategic Case

The objective is to provide detailed evidence to demonstrate that the project has a clear rationale, it will deliver economic growth benefits resulting from further investment, it is affordable with a clear funding strategy and delivery issues are understood.

### Problems, Barriers to Growth and Rationale for Intervention

<p>Explain the aim and objectives of the project.</p>	<p>The primary aim is to help people in the region to create a new generation of businesses. The focus will be on supporting and encouraging aspiring entrepreneurs to build ventures which are more sustainable, resilient and have the potential to scale.</p> <p>The Project is intended as a direct response to the economic fallout caused by the COVID-19 Global Pandemic and accompanying recession. It is intended to support individuals whose employment prospects have deteriorated; equipping them with new skills to enable them to develop new businesses which are 'fit for the future'; agile, focused on emerging markets and committed to fast growth. In turn, rejuvenating the local economy by helping to generate new jobs, value and innovations.</p> <p>To achieve this early stage business founders will be equipped with the skills, knowledge, resources and networks to rapidly test, validate, setup and grow their businesses.</p> <p>Through a programme of 2 streams run over 2 years the aim is to:</p> <ul style="list-style-type: none"><li>• Engage 250 individuals exploring business start-up</li><li>• Train 100 pre and emerging start-ups</li><li>• Support setup of 35 new businesses</li><li>• Support 20 businesses to transition to follow on workspace facilities</li><li>• Support 20 business to secure follow on finance from other private or public providers</li></ul>
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<p>Explain the underlying barriers to economic growth that the substantive project will address.</p>	<p>As a result of the UK entering a recession brought on by the COVID-19 crisis, the labour market will soon be flooded with highly skilled employees who have lost their jobs, and talented University leavers, who have severely limited employment opportunities. The availability of this pool of talented, skilled and experienced professionals presents a unique opportunity to drive recovery of the UK economy through the development of a new generation of businesses with the potential to establish, grow and scale quickly. To achieve this bounce back and essential replenishment of the business stock, there is a need to find and quickly upskill aspiring founders with knowledge and skills to develop businesses which are designed to be more agile, resilient productive and sustainable. As these new businesses are formed and focus on more rapid growth, they will need help to overcome barriers to this growth strategy such as accessing workspace, funding and networks to help them transition from setup to scale more quickly.</p> <p>The project seeks to deploy a set of interventions each of which will help these fast growth businesses to maximise their chance of success and overcome anticipated barriers. Whilst not a primary aim, the development of individuals' skills in entrepreneurship is expected to also help those who do not go on to setup their own venture to become more entrepreneurial in their approach within future employment, thus helping the region to embed innovation and entrepreneurship within existing organisations and in turn enhancing productivity. The development of new solutions, new ways of working and new technologies driven by new businesses working on innovations is also expected to contribute indirectly to the productivity of existing businesses through dissemination within the regional economy.</p>
<p><b>Strategic Fit with Local Priorities</b></p>	

<p>Will the intervention support policies in the Strategic Economic Plan, Sector Growth Plans or other Local Plans?</p>	<p><b>University Strategy:</b> - Loughborough University has made a strategic commitment to ‘work closely with local partners to enhance the social, cultural and economic wellbeing of the communities and regions in which we reside’ (University strategy ‘Building Excellence’) and to be a positive force for development in the region. Through LU Inc. the University aims to increase the numbers, quality and success of start-ups it works with and to strengthen regional economic performance by supporting the establishment of businesses, business growth and jobs rooted in the region. This makes LU Inc. ideally positioned as a key partner in the delivery of a rapid and effective response to the COVID-19 recovery focused on early stage entrepreneurs and developing a new generation of businesses.</p> <p><b>Loughborough Town Investment Plan (TIP):</b> - the project will respond to strategic themes and priorities identified in the TIP including: Future Proofed Resilience &amp; Wellbeing: ‘Equipping people, communities and business for the future’ by enhancing local skills on how to rapidly design, test and experiment with new business ideas, products and services and connecting them with mentoring and other opportunities. It will enable access to high quality shared workspaces and university facilities and specialist equipment to benefit local entrepreneurs and will increase the level and quality of collaboration between the University and the local business community. Innovative inclusive development: the project will help to realise Loughborough as a ‘Specialist ‘innovation city’ of global, national and regional quality’ by: developing accessible, specialist support which helps entrepreneurs to design, test and execute business solutions. It will deliver support which contributes to enterprise development and business productivity and growth. It will provide a platform for raising Loughborough’s profile regionally, nationally and internationally.</p> <p>In parallel with this project, Loughborough University have been involved in submission of two additional proposals for the consideration of the Loughborough Town Deal Board which will integrate with and maximise the value of this initiative. These complementary projects are:</p> <ul style="list-style-type: none"> <li>• ‘LU Inc. Wayfinder Project’ (Town Deal proposal) a focussed post-Covid-19 intervention to drive innovation and business start-up; Wayfinder realises the establishment of town centre and university innovation and prototype labs and accompanying enterprise support activities to enable the rapid design and development of new innovative businesses and provide a seamless link between town centre facilities and more advanced support through LU Inc. at LUSEP.</li> <li>• ‘Loughborough Careers and Enterprise Hub’ (Town Deal Forward Funding Proposal) led by Loughborough College in partnership with LU to create skills and enterprise space in the town centre. It is expected that this be location for the delivery of Stream B of the programme. The Hub proposal has already secured the support of both the Council and the Town Deal Board but this proposal has allowed for an alternative Stream B location should that project not progress.</li> </ul>
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	<p><b>Loughborough and Leicester Science and Innovation Enterprise Zone:</b> - This project is designed to utilise retained rates from the Enterprise Zone to begin to replenish the local business ecosystem. This intervention aims to nurture a new generation of business which are sustainable, resilient and have the potential to scale and with the aim to generate a pipeline of businesses for regional business centres and Enterprise Zone facilities.</p> <p><b>Govt. Industrial Strategy / LLEP Local Industrial Strategy Economic Review &amp; Prospectus:</b> - The University's <i>LU Inc.</i> initiative has developed a strategy to complement and support the Government Industrial Strategy and the developing LLEP Wave 2 Local Industrial Strategy, which will address local challenges, amplify local strengths and identify future opportunities. <i>LU Inc.</i> and Loughborough University are contributing to this development work through existing LLEP governance bodies and through recent initiatives such as the collaborative MIT Regional Entrepreneurship Acceleration Program (MIT REAP). This project will contribute toward identifying and supporting early stage innovations which align to the growth opportunities identified in the Local Industrial Strategy Prospectus, which originates from the Government's vision to create a modern economy that boosts productivity and earning power throughout the UK through its five 'Foundations of Productivity' to transform the economy and four 'Grand Challenges'. Specifically identified within the Local Industrial Strategy Economic Review (June 2019) is the need for local businesses to adopt new technology, new processes, new skills and this project will help emerging new businesses from the region to embed a focus on agile approaches which lend themselves to faster growth and greater productivity, identified as a key challenge for the region. The review also identifies the need to encourage greater student retention, and, by providing graduates with the inspiration, skills and infrastructure to build innovative new business rooted locally, the aim is to make this a more attractive location to settle post-graduation.</p> <p><b>LLEP Economic Recovery Strategy:</b> - The LLEP is currently leading efforts to respond to the economic damage caused by the COVID-19 pandemic outbreak both immediate and longer term. The project has been designed to respond by leveraging the resources and networks of the University, the Council and wider economic partners to complement this effort.</p>
<p>What is the main strategic priority that your project addresses? (please choose one)</p>	<p><b>LLEP Economic Recovery Strategy:</b> - Specifically this project is a direct response to the unprecedented shock caused by the outbreak of COVID-19 and the need to 're-ignite' the economy. It has been designed to complement other initiatives within the ambit of the LLEP and the Council to provide timely support to businesses including programmes such as RESTART which, through the Business Gateway Growth Hub, is providing assistance to existing businesses to restart their operations.</p>
<p><b>Previous Funding Applications</b></p>	

<p>How is your project State Aid compliant? Briefly explain why your project is State Aid compliant.</p>	<p>In terms of State Aid there are three groups of potential beneficiaries. The first two are those whom the project is designed to help, and the third is the University itself.</p> <p>1) Individuals These are people from the earliest stage of considering if establishing a business is a possible alternative (or supplement) to seeking employment. At the time when information, advice, help and support is provided they are not acting as economic entities, and therefore no State Aid (to economic undertakings) exists.</p> <p>2) Early stage and emerging businesses From the time when people progress to establishing a business (at that point becoming an economic undertaking) funding and support provided to the business may be classed as State Aid. The level of support is modest (a very small proportion of the de minimis allowance) and State Aid will be provided under this exemption.</p> <p>3) The University The University has undertaken a review of the activities it is proposing against the criteria for determining if State Aid exists. It has been mindful of the very local nature of the activity, and that it is highly focussed on providing information and support to unemployed, and potentially underemployed, individuals within a tightly defined local area. It has also noted that this local area is not located close to a border with any other country of EU member state, which serves to further reinforce that the effects will only be local and certainly not trans-national. On this basis it has been concluded that this modest short-term intervention will not have an impact on trade between members states, meaning that there is no state aid to the University from the project.</p>
<p><b>Economic Case</b> Demonstrate that the project will best deliver existing and future needs, with clear outputs, outcomes and economic impacts.</p>	
<p><b>Investigation of Options</b></p>	

**Rationale for public sector intervention:** You must demonstrate that the funding requested is the minimum required in support of the project and that you have exhausted all other private sector funding opportunities.

Private sector investment networks have focussed their resources on ensuring the protection and survival of their existing portfolios, often diverting resources away from earlier stage investment prospects. This has included seeking the support of the UK Govt through the coronavirus Future Fund which was limited to innovative businesses which have already raised at least £250,000 in equity investment. This intervention excludes high potential early stage businesses which are not pursuing or have not yet achieved investment.

Public sector financial and other assistance has rightly focussed on short term interventions designed to mitigate the most immediate and severe challenges faced by existing businesses as a result of the pandemic. There has been less direct support to earlier stage businesses which have not yet developed a strong trading history, or people who had started out on a new venture when the pandemic struck.

This project represents a carefully costed intervention designed to fill gaps in support, complementing existing programmes whilst enhancing the level and quality of support for early stage entrepreneurs using the latest methods for scaleup business creation. Funding will also be matched by a substantial contribution of in-kind support by Loughborough University, recognising its strategic aims to increase the numbers, quality and success of start-ups it works with and its commitment to strengthen the regional economy.

The proposal has been designed to take account of and wholly complement existing business support locally. The focus is on delivering intensive support over a sustained period (6 months), compared with shorter term, or ongoing but less structured interventions delivered by other local providers.

Through each Stream cohorts of selected pre-start & early stage businesses will be provided with a **combined** programme of training, on-hand business coaching and group peer action-learning, workspace and equipment access, curated networking then a managed transition to other support programmes, facilities (through grant support) and networks. The outline curriculum is also designed to emphasise concepts not covered in detail by other providers (innovative business modelling, scaleup and rapid growth covered at start-up stage) and incorporating acquired expertise in working with knowledge-based innovation focussed businesses. The proposal is novel because there is no other local provider delivering the same combined and comprehensive offer to early stage businesses and over such an extended period. The aim is to support the local business ecosystem, and other providers, by developing the pipeline of new businesses accessing other support programmes and facilities operating in the region.

The value of a combined offer delivered by a high-quality incubator has been demonstrated by research both in the UK and internationally. A study conducted by BEIS in 2019 '[The Impact of Business Accelerators and Incubators in the UK](#)' (Oct 2019) found that participation in an Incubator programme is positively associated with startup survival, employee growth, and funds raised. Most startups surveyed considered the contribution of the programme they attended to have been significant or even vital to their success. The study also found programmes provided positive 'spillover' effects on the wider business ecosystem with more non-incubated businesses

receiving investment. Furthermore, earlier studies have demonstrated that incubators specifically associated with university science parks have other benefits, with incubated businesses showing higher growth rates than their off-incubator counterparts. They also perform better in terms of adoption of advanced technologies, aptitude to participating in international R&D programs, and establishment of collaborative arrangements with universities and increased engagement with public funding/support ([‘How Effective are Technology Incubators from Italy’](#), Dec 2012).

Below is a summary of specific differences between key local providers, projects and activities:

- **Growth Hub** - provides the most comprehensive support available locally, including: 1 to 1 coaching, workshops/events, grant provision and signposting/referrals. Growth Hub has strong provision for 1 to 1 coaching including providing signposting and access to 12 hours coaching support. Coverage is for all sectors and stages of business and is accessible by participants on an ad hoc basis rather than cohort driven and not including group action learning coaching with smaller and consistent peer groups. The majority of training/events delivered by Growth Hub focus on established SMEs. 46% of workshops advertised by the Growth Hub for autumn 2020 are relevant, though not focused on, start-up. Of these workshops 30% are sector focussed, with a strong emphasis (2/3) on the food and drink sector. Workshops are accessible by participants on an ad hoc/one off basis rather than delivered through a structured scaffolded curriculum. A variety of grants are currently available through Growth Hub but largely focussed on established businesses recovering through the pandemic or with specific limitations around expenditure. Grant funding which is directly comparable to that set out in this proposal cannot be identified. To summarise, the Growth Hub provision is not cohort based, is focussed on all types and stages of business and has no specific focus on startups or on development of innovative knowledge-based business modelling or rapid scaling.
- **NBV** – delivers (ERDF funded) start-up workshop events in the region comprising 3-day intensive workshops focussed on the process and essentials for business start-up including registration, financial planning, marketing etc. Support is limited to 12 hours (ERDF) with additional paid support services available as follow up (e.g. low-cost workspace, coaching) based in Nottingham. This covers all types of business and with no specific focus on innovative business modelling or rapid scaling. Match funded grants are available for equipment and consultancy purchases, but not running costs such as office space.
- **Chamber of Commerce, FSB, IoD and other similar networks** – membership networks providing regular networking opportunities seeking to support businesses and engage new members. Each delivers training and events programmes typically focussed on more established businesses and with limited provision for earlier stage startups. East Midlands Chamber runs the (ERDF funded)

	<p>Digital Growth Programme providing regular high-quality training events and grant support for established trading businesses to enable development of their digital capability.</p> <ul style="list-style-type: none"> <li>• <b>Princes Trust</b> – delivers (ERDF funded) start-up workshop events comprising 4-day workshops focussed on the process and essentials for business start-up followed by mentoring and funding opportunities. Age restricted, excluding workspace and less intensive support programme than that proposed.</li> <li>• <b>Startup Leicester Co-working Project (University of Leicester led LLEP Project)</b> – focussed on development of a Leicester City based coworking space and Leicester based entrepreneur-led peer to peer network and support including events, mentoring and signposting/referrals. Geographically focussed on Leicester, less structured, peer to peer networking events. Planning to deliver a 6-week intensive accelerator programme for later stage, trading, innovative Leicester based businesses engaging local entrepreneur mentors. Project running up to June 2021.</li> <li>• <b>LU Inc. existing offer:</b> LU Inc. provides support for a limited number of graduate start-ups annually (10-15 with 1/2 of these locating in Loughborough and 1/2 outside the region mainly in London). Start-ups are selected based on level of traction, team experience, business idea and specialisms the university can provide support with. This results in 3 in 4 applicants not receiving a place because their idea is not sufficiently developed at the stage they graduate. Inevitably the majority of these graduates move from the area and find employment elsewhere instead of developing what are potentially scalable knowledge-based business ventures locally. Providing additional support and provision for graduates to develop their earlier stage ideas after graduation, and with more spaces available than on existing programmes, will enable an increase the numbers of businesses established setup and situated locally and encourage more graduates to remain. Outside the proposed project outcomes, increasing the numbers of graduates taking this route also encourages more undergraduates to take the same route post-graduation. LU Inc. also provides paid membership services in the form of shared workspace for entrepreneurs outside the university. For pre-starts and very early stage businesses with fluctuating or no income the cost is prohibitive, and 4 in 5 enquires are turned away because the business is too early stage (this is particularly relevant for knowledge-based innovative business types because it usually takes longer than traditional business types to develop revenue income). The proposed project would enable the expansion of existing coverage by providing additional support to these individuals with comprehensive help to develop early stage ideas; supporting them through the initial ‘valley of death’ pre to trading journey, whilst connecting them with other local networks to maximise the chance of their business’ success. The proposal would result in additional groups of unemployed people and non-LU graduates being able to access more help to develop their ideas providing equal access alongside graduates and so increasing local opportunities.</li> </ul>
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In summary, there are limitations on current provision delivered through the university and partners and this programme has been designed to provide: additional spaces for earlier stage entrepreneurs and start-ups, additional volume by providing support over a shorter period (compared with the existing graduate programme), additional local opportunities by providing support to non-graduates and graduates who are developing ideas at an earlier stage than most current providers target. Therefore increasing the scope, range and volume of local support, and delivered through an 'accelerated' incubation programme format which does not currently exist within the LLEP area which is proven to support businesses.

The Project will be managed by the Loughborough University Incubator Manager, who has over 10 year experience being involved in or with start-ups operating in the region, and who has worked directly alongside all of the local providers outlined and has delivered a series of business development projects on behalf of the LLEP, ERDF and local authorities and institutions. The team is very familiar with the existing provision in the region for start-ups, and the limitations and gaps in this provision and so care has been exercised to construct a programme that provides additionality to the local ecosystem, and with a genuine interest in positively contributing, alongside partners, and seeing this flourish. On confirmation of funding the first step will be to engage existing providers to determine the best approach to signposting, and then to refer and connect up the offers to maximise coverage for startups/entrepreneur support.

Providing *relevant* statistical evidence at this stage is challenging because the unique circumstances of the COVID-19 pandemic have generated the conditions and need for a comprehensive intervention, but the full economic impact of the pandemic has not yet been realised. For the first time in history the state has intervened on a macro scale to pay employees wages, alongside a comprehensive financial economic relief programme. At August 2020, 9.6 million jobs, from 1.2 million different employers were furloughed in the United Kingdom as part of the government's job retention scheme with an estimated 700,000 East Midlands workers relying on the Government's furlough and self-employment income support.

The region would typically see around 18,000 graduates joining the labour market per year and, going by 2019 data, around 30% of these working for small and medium-sized enterprises. The furlough scheme is due to end by November 2020 and the implications of this change are unclear. What is expected is that the large scale disruption to the labour market caused by COVID-19 will have a significant impact on the trends outlined above and the proposal is designed as a pre-emptive, immediate intervention to provide support over the medium term to those individuals whose job prospects deteriorate over the coming months and years in the aftermath. LU Inc. has seen a steady increase in numbers of enquiries from individuals (external to the university) seeking to start a business but lacking the financial resources at a pre-start stage to access available workspace and more comprehensive training and support. Over the previous 3 months LU Inc. has received 15 enquires, only 3 of which have a sufficiently stable income to commit to office space. More individual entrepreneurs are also expressing an

	<p>interest in accessing shared office space having been deprived of the opportunity to spend time with peers in other environments typically used by early stage startups such as coffee shops etc. as a result of lockdown. Spaces which are likely to experience longer term 'circuit-break' restrictions. Furthermore there has been identified a more acute market failure locally in terms of support for knowledge-based, high growth potential early stage startups. Of the activities outlined above just one (Startup Leicester Coworking Project) is targeted on identifying and supporting early stage ventures focussed on scaleup, rapid growth innovative business models, but does not address the geography of Loughborough as it is Leicester focussed. The majority of providers locally support all business types and stages, from tradespeople to established trading SMEs with 50+ employees. Nationally operating programmes, such as TechNation, British Business Bank and Innovate UK are not limited by geography and do focus on scalable businesses, but they focus their support on more established trading businesses with strong track records of turnover and growth. This project is a targeted intervention designed to engage promising entrepreneurs at their early stages with a curriculum which will enable them to develop rapid growth, scalable and innovative business ventures. In Loughborough University the Council has access to considerable expertise in supporting these types of businesses with established networks and leverage to help them on their growth journey.</p>
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<p>Demonstrate that a range of options has been considered. Why is this solution the best option? What are the impacts of doing nothing? (max 400 words)</p>	<p>A range of potential interventions and configurations of support have been considered in preparing this Project proposal. Key considerations in the design of the programme have sought to enable its early implementation and effective use of the University's existing skills, experience and infrastructure whilst also responding to the urgent needs of the local economy.</p> <p>Loughborough University has a strong reputation for entrepreneurship, being recognised as 2019 Outstanding Entrepreneurial University in the THE (Times Higher Education) Awards. Building on the success of its graduate start-up programme, Studio, which has supported 80+ companies and 100+ entrepreneurs to create over 100 jobs, 75 volunteers, 20+ internship opportunities, the University has launched a dedicated business Incubator, LU Inc., whose mission is to cultivate emerging innovative and ambitious businesses, bringing together academic and graduate entrepreneurs with founders from across the region and beyond to create a rich, vibrant and world-renowned entrepreneurial community. Through this project the University's existing skills and experience in enterprise, entrepreneurship and business creation can be leveraged to contribute directly to the re-building of our local economy. With a focus on earlier stage business setup it complements and enhances the support being targeted to help existing and later stage businesses.</p> <p>Without this funding the University has the capability but does not have the capacity or resources to deliver this project, demonstrated by 3 of 4 graduates and 4 of 5 external aspiring entrepreneurs having to be turned away as they are not sufficiently developed and do not yet have the steady income to access support. The impact of doing nothing would be on those individuals who will benefit directly or indirectly from the project. Some individuals would likely still pursue development of a business venture, but would face a much higher risk of failure through the 'valley of death' route from setup to trading; lacking the training, facilities, networks and resources to develop their business or to structure them in such a way which increases their potential and sustainability in future. Lacking the inspiration and support to test their ideas, other individuals would seek alternative routes to employment. Given the current circumstances and onset of recession there is a high risk these individuals will fail to find work locally and need to rely on Government unemployment benefits for potentially long periods of time.</p>
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<p>Demonstrate and evidence that the funding would represent value for money. (max 400 words)</p>	<p>Based on projected outcomes it is projected the project will help to generate 35 new business of the 250 engaged and 100 pre-and emerging startups supported. Referring to data captured and submitted annually via the University's standard government reporting on start-up business turnover and employee numbers of the businesses that have been supported three scenarios for businesses which are setup and begin trading have been determined. These are:</p> <p>a) 'worst case scenario' - estimating each of the 35 businesses established achieves only £15,000 value generated and 0.5 FTE jobs generated. Over a single 12-month period this would result in 17.5 jobs created and £525,000 value created.</p> <p>b) 'medium case scenario' - estimating each of these businesses achieves £30,000 value generated and 1FTE jobs generated. Over a single 12-month period this would result in 35 jobs created and £1,050,000 value created.</p> <p>c) 'best case scenario' - estimating approximately 80% of the businesses created will achieve £30,000 value generated and 1FTE jobs generated, and 20% of businesses created will achieve rapid scale and growth; achieving £200,000 value generated and 10FTE jobs created. Over a single 12-month period this would result in 105 jobs created and £2,240,000 value created.</p> <p>The calculations above exclude the accumulative effect of businesses operating over more than one year and any benefits realised by individuals who participated in the programme gaining new skills which might help them to either set a business up in future or secure future employment opportunities. These projections are based on a single 12 month period following but not immediately proceeding the project. It is assumed that achieving these projections may take some 2-3 years to develop; for example a high performing start-up may begin generating ~£15,000 in year one, moving to £30,000 and £100,000 in year three thereafter continuing to grow year on year.</p>
<p>Is the project scalable? If so what is the minimum amount of funding required.</p>	<p>Two accelerator "Streams" are to be set up. Stream A will deliver four six-month long accelerator 'cohort' programmes and Stream B will deliver three 'cohort' programmes over a two-year period. Each cohort will aim to engage up to 40 individuals through events and one to one support. Of those individuals 15 pre and emerging new businesses will be selected and supported through the development of their business with the aim that 5 of those businesses will establish. The programme has been designed with the potential to scale up to enable delivery of multiple streams running from multiple locations. For the purpose of this proposal delivery has focussed on two locations located at LUSEP and in Loughborough Town Centre.</p>
<p><b>Outputs, Outcomes and Impact</b></p>	
<p><b>The funding recipient will be responsible for reporting against all outputs, outcomes and impacts detailed below.</b></p>	
<p><b>Impacts</b></p>	

<b>Please identify the impacts this project will have. Consider issues including unlocking sustainable economic growth, social inclusion, wellbeing and environmental sustainability.</b>			
<b>Outcome (e.g. jobs unlocked, homes unlocked)</b>	<b>Quantity (e.g. number of jobs, number of new homes)</b>	<b>Baseline value</b>	<b>Assessment (e.g. who will measure the outcome, when and how will it be measured)</b>
Individuals engaged and utilising Enterprise/ Entrepreneurship and Startup support	250	0	To be assessed at start and close of each cohort by Stream Leader (aligned to milestones). Engagement collected and measured through recording of attendance at event, workshop or one to one support
Start-up businesses utilising Enterprise/Entrepreneurship/Startup support	100	0	To be assessed at start and close of each cohort by Stream Leader (aligned to milestones). Engagement collected and measured through recording of attendance at event, workshop or one to one support
New businesses created	35	0	Evidence collected throughout the Project by the Stream Leader. Business registration documentation.
Businesses accessing next-step facilities	20	0	Evidence collected throughout the Project by the Stream Leader. Agreement between business/individuals and office space provider
Support business to secure follow on finance from other private or public providers	20	0	Evidence collected throughout the Project by the Stream Leader. Written confirmation by funder.

<p>Will particular groups of people be affected by the intervention? Will the impact be positive or negative? Please explain. (Max 100 words)</p>	<p>Support will be focussed primarily on individuals exploring business start-up as an alternative career route and on pre and emerging new businesses. Beneficiaries will be required to display the following key characteristics:</p> <p>Individuals who are:</p> <ul style="list-style-type: none"> <li>• Living, working/or intending to work or recently studying in the LLEP area</li> <li>• Out of work or in casual/temporary employment</li> <li>• Entering / re-entering the labour market</li> <li>• May be accessing employment assistance (financial or other support)</li> </ul> <p>Start-up business which are:</p> <ul style="list-style-type: none"> <li>• Located in the LLEP area</li> <li>• Comprising individual or multiple founders</li> <li>• Within first 12 months of setup or initial trading</li> <li>• At an early development stage (seeking market validation of product/service, gathering evidence of product market fit or developing new prototype technologies to commercialise).</li> <li>• Not yet have 'stabilised' and need flexibility to respond to significant changes in the business or founder circumstances (e.g. major pivot of business proposition, part-time employment of founders)</li> </ul> <p>By virtue of developing a pipeline of new businesses secondary beneficiaries will be local providers of managed workspaces or coworking spaces. Grant funding will be provided to support individual businesses toward follow on office space and will generate better quality prospects for these business centres.</p>
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**Financial Case**

**Demonstrate adequate consideration of costs and funding strategy. Please provide the annual cost profile for the life of the project. You will be expected to deliver the scheme within the cost profile when agreed. Confirmation will be required that any cost overruns will be met by the project sponsor.**

What is the total cost of the project (£'s)?	£414,930
<b>Funding Requirements and Match Funding</b>	
What is the total minimum funding requirement being requested (£'s)?	£313,760
What is the total match funding that will be provided (£'s)?	£101,170

**Sources of Funding (£'s)**

Please identify all the individual sources of funding for the life of the project. Sources of funding should add up to the Total Cost of the Project ( add rows as necessary)

Funding Source	Amount (£'s)	Percentage of Budget (%)	Confirmed	Description
Enterprise Zone (EZ) Retained Business Rates	£313,760	75.6	To be confirmed	Outlined in this proposal
Loughborough University in-kind staff time and facilities	£101,170	24.4	Yes	Formed of Incubator Manager (0.2 FTE) and Office space (Hollywell, LUSEP)

**Capacity and Risk Management**

Briefly explain the most significant risks to the **overall delivery** of the project, including financial and commercial risks, and proposed mitigation (e.g. resource capacity, procurement issues, uncertainties on business cases, cost overruns. Identify proposed mitigation measures. add rows as necessary)

Risk Identifier	Risk name	Description of risk including potential impact. And mitigation
1	Delay in post approval for Stream Leaders	Risk – Medium Impact – Medium Mitigation – Seek post approval subject to funding confirmation / LU Inc. Manager will act as a backup resource until recruitment completed
2	Uncertainty around pandemic conditions and risk of COVID in physical space	Risk – Low Impact – High Mitigation – Programme will comprise a blended programme allowing for both physical & virtual delivery. Social distancing measures installed at physical locations and reduced cohort size for Stream A & B Cohort 1.
3	No identifiable space / delay in agreement for Stream B location	Risk – Low Impact – Medium Mitigation – Several options are already under consideration or subject to current funding proposals (see Strategic Case above)
4	Insufficient funds to secure Stream B Town Centre delivery location	Risk – Low Impact – Medium Mitigation – Benchmarking exercise undertaken to identify delivery location options has identified several options including the use of a Town Centre space developed by Loughborough College in partnership with Loughborough University. In the worst case Stream A location can substitute for delivery location as Stream B location is identified and secured.
5	Lower than expected take-up / programme schedule issues for cohort programmes	Risk – Low Impact – High Mitigation – Greater resources dedicated to marketing, strong staff team, effective management and client dialogue. Cohort size adjustment, Strong staff team, effective management and client dialogue

Supporting Information	
Supporting Documents – If you have a Business case already developed for other funding please include this in your response alongside any other relevant documentation	Project Plan attached, including a full breakdown of costs (see Financial Plan Figure 6. page 13 and below in Appendix). This submission and the Project Plan has been prepared by Loughborough University in consultation with the Council.

Declaration	
By submitting this form you are declaring that to the best of your knowledge, the information included within this form is accurate.	
Name	<input type="text"/>
Date	<input type="text"/>
Whilst we will treat your application with the utmost confidentiality, please be aware that we will use this information to carry out an appraisal on your project. The LLEP is a partnership and the information you provide may be shared with relevant local and national partners and third party organisations.	

## September 2020

Any personal data that you provide will be processed in accordance with current data protection laws. It will be used by Leicester City Council and our partners to deliver and improve services and fulfil our contractual duties. We will not disclose any personal information to anyone else unless required or allowed to do so by law. Read more about how we use personal data in our Privacy Notice on our website: [www.leicester.gov.uk](http://www.leicester.gov.uk)

## APPENDIX

<b>Total Project Costs</b>		Total	2020/21	2021/22	2022/23	2023/24
Spend profile		£414,930	£25,993	£192,409	£180,415	£16,113
Of which EZ ask		£313,760	£14,414	£145,751	£142,042	£11,553
<b>Forecast EZ Funding</b>		Total	2020/21	2021/22	2022/23	2023/24
Stream A Programme Leader (1FTE)		108,246	3,814	47,147	49,033	8,252
Stream A Engagement Events		1,000	0	500	500	0
Stream A Workshop Training Programme		10,000	0	5,000	5,000	0
Stream A Office Space (LUSEP)		70,000	8,750	35,000	26,250	0
Stream B Programme Leader (0.4FTE)		38,722	0	15,808	19,613	3,301
Stream B Engagement Events		2,000	0	1,000	1,000	0
Stream B Training Programme		9,592	0	4,796	4,796	0
Stream B Office Space (Town Centre location)		45,000	0	22,500	22,500	0
Marketing materials and activities (including web portal)		3,200	1,600	1,000	600	0
Travel and contingency		2,000	250	1,000	750	0
Grow on space grants (20 grants)		24,000	0	12,000	12,000	0
<b>Total EZ Budget</b>		<b>313,760</b>	<b>14,414</b>	<b>145,751</b>	<b>142,042</b>	<b>11,553</b>
<b>Forecast Match Funding</b>						
Incubator Manager (0.2 FTE)		31,170	2,829	11,658	12,123	4,560
Office space (LUSEP)		70,000	8,750	35,000	26,250	0
<b>Total Match Funding</b>		<b>101,170</b>	<b>11,579</b>	<b>46,658</b>	<b>38,373</b>	<b>4,560</b>
<b>Total all costs</b>		<b>414,930</b>	<b>25,993</b>	<b>192,409</b>	<b>180,415</b>	<b>16,113</b>

# Restocking the Business Base

Developing new businesses for a strong economic future



Pete Hitchings and Jon Walker, August 2020

## EXECUTIVE SUMMARY

**Challenge: wasted talent:** - The global economy has experienced an unprecedented shock caused by the outbreak of COVID-19. Smaller companies are particularly vulnerable in this crisis. This is especially damaging for the LLEP region because the local economy is largely SME based. Businesses will have been forced to shed highly skilled employees in order to survive, whilst others will have collapsed entirely. A cohort of talented University leavers is also flooding the labour market. The result is a dramatic increase in unemployed skilled and experienced professionals and in entrepreneurial and highly educated young people.

**Opportunity: building better businesses:** - This pool of talent represents an outstanding opportunity to replace the companies lost in the downturn with a new generation of businesses that are more “fit for the future” – established more robustly, with trained and supported founders; focused on emerging markets and committed to scaleup and growth; benefiting from an accelerated start; rooted in the Loughborough area; and more resilient to face the future.

**Actors: - leveraging networks and experts:** - Loughborough University has a strong reputation for entrepreneurship, being recognised as 2019 Outstanding Entrepreneurial University in the THE (Times Higher Education) Awards. Building on the success of its graduate start-up programme, Studio, which has supported 70+ companies and 90+ entrepreneurs to create over 100 jobs, 68 volunteers, 20+ internship opportunities, the University has launched a dedicated business Incubator, LU Inc., whose mission is to cultivate emerging innovative and ambitious businesses, bringing together academic and graduate entrepreneurs with founders from across the region and beyond to create a rich, vibrant and world-renowned entrepreneurial community. At this crucial time LU Inc. has a critical role to play in driving the rejuvenation of the local economy.

**Response: intensive support start-up programme:** - “LU Inc. Plus - business start-up accelerator” will harness existing skills and experience at Loughborough University in enterprise, entrepreneurship, business creation and scaleup start-ups. It will coordinate with regional partners, such as CBC, Growth Hub, LCC, Charnwood Campus, LUSEP, other co-working and business space providers, Business Chambers, FSB and private sector professional service providers. LU Inc. Plus will establish multiple accelerator “Streams”. Each stream will deliver six-month long accelerator programmes over a two-year period at selected locations (one at LUSEP; one in the town centre; and with other locations possible). Each stream will engage with as many as 125 people with business ideas and will provide a six-month programme to up to 50+ pre and emerging businesses.

**Intervention: LU Inc. Plus Programme:** - The individuals and proto-businesses will receive:

- Blended virtual and face to face training and events programme
- Dedicated shared workspace (with managed social distancing)
- Dedicated business coaching programme focused on realising set-up and growth
- Active peer and mentor network with 1:1 and group action learning and accountability sessions
- Direct connections made with local business support networks including Growth Hub and industry networks like FSB, IoD, and Chamber of Commerce
- Grant funding for selected high potential businesses for next-step space
- Soft landing to appropriate next-step facilities (e.g. business centres and co-working spaces)
- Support to secure follow on finance from other private or public providers

**Cost, resources and timing:** - This Project Plan is based on an initial programme of two streams, each for two years, requiring £313,760 (see Figure 1. below). In addition, in-kind support or significantly reduced accommodation from hosting locations will be required. Recruitment to the programme would begin soon after funding is confirmed, with an anticipated start date for the project of January 2020 and delivery commencing March 2021.

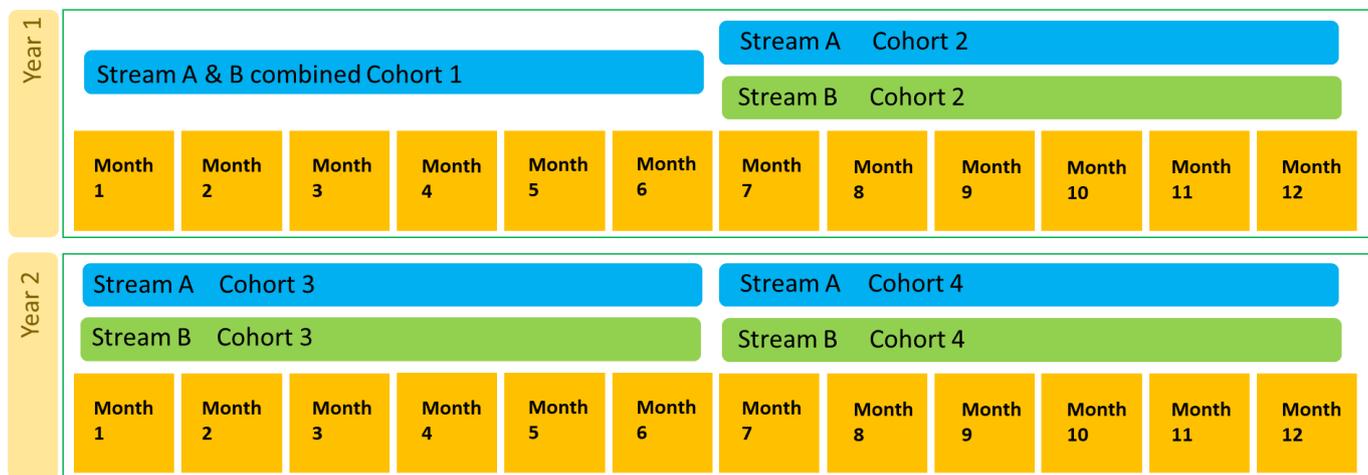


Figure 1: Overview of LU Inc. Plus Programme schedule.

**Projected Impact:** - Outputs and outcomes for a two-year programme can be summarised as follows. Our theory of change model including Project outputs and outcomes is set out on page 10 Figure 4.

Output/outcome	Est. Per cohort (6 months)	Est. Per Stream	Programme (2 streams)
Individuals engaged	36	125	250
Start-ups supported	14	50	100
Businesses established	5	17	35
Businesses to next-step facilities	3	10	20
Businesses supported to secure follow on finance from other private or public providers	3	10	20

**Projected Costs:** - A full breakdown of costs is provided in our Financial Plan Figure 6. on page 13.

Total Project Costs		Total	2020/21	2021/22	2022/23	2023/24
Spend profile		£414,930	£25,993	£192,409	£180,415	£16,113
Of which EZ ask		£313,760	£14,414	£145,751	£142,042	£11,553

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Project Plan & Governance	pg 11
Financial Plan	pg 13

## AIMS & OBJECTIVES

Our primary aim is to help people in the region to create a new generation of businesses. Our focus will be on supporting and encouraging aspiring entrepreneurs to build ventures which are more sustainable, resilient and have the potential to scale.

The Project is intended as a direct response to the economic fallout caused by the COVID-19 Global Pandemic and accompanying recession. We intend to support individuals whose employment prospects have deteriorated to equip them with new skills to enable them to develop new businesses which are 'fit for the future'; agile, focused on emerging markets and committed to fast growth. In turn, rejuvenating the local economy by helping to generate new jobs, value and innovations.

To achieve this we will equip early stage business founders with the skills, knowledge, resources and networks to rapidly test, validate, setup and grow their businesses.

Through a programme of 2 streams run over 2 years we aim to:

- Engage 250 individuals exploring business start-up
- Train 100 pre and emerging start-ups
- Support setup of 35 new businesses
- Support 20 businesses to transition to follow on workspace facilities
- Support 20 business to secure follow on finance from other private or public providers

## RATIONALE

The global economy has experienced an unprecedented shock caused by the outbreak of COVID-19. Smaller companies are particularly vulnerable in this crisis and this is especially damaging for the LLEP region because the local economy is largely SME based. Businesses will have been forced to shed highly skilled employees in order to survive, whilst others will have collapsed entirely. A cohort of talented University leavers will also be flooding the labour market. The result is a dramatic increase in unemployed skilled and experienced professionals and in entrepreneurial and highly educated young people.

Public sector assistance has rightly focussed on short term interventions designed to mitigate the most immediate and severe challenges faced by existing businesses. There has been less direct support to earlier stage businesses which have not yet developed a strong trading history, or people who had started out on a new venture when the pandemic struck.

There is now a need to deploy medium term interventions for economic recovery and resurgence. As a regional economic anchor Loughborough University has a critical role to play to complement, amplify and enhance initiatives being led by our regional strategic partners, such as Charnwood Borough Council, the LLEP and Business Growth Hub. This project will respond by leveraging our expertise, resources and networks to help to revitalise the economy, by supporting the development of a new generation of businesses and in so doing enabling the creation of new jobs, value and opportunity for the region. It will help to future proof the contemporary skills and enterprise base of the town, making it more resilient as an economy during uncertain economic times arising from the pandemic.

Whilst it is crucial that we quickly take action to replace those businesses lost in the downturn, the current circumstances also present a unique opportunity to re-build and re-form our economy, focussing on building new kinds of businesses which make us better equipped to meet future challenges. By engaging a pool of talented, educated professionals, and enhancing their understanding of how to form more sustainable, resilient businesses which have the potential to grow and scale, we can replace the companies which are being lost, replenish our regional business centres and accelerate our aspirations to become a specialist "Innovation City" of global, national and regional quality.

## OUR TRACK RECORD

Loughborough University has crafted a strong enterprise ecosystem that benefits students and staff and local to global public and private sector partners. Its achievements are recognised by 2019 THE Entrepreneurial University of the Year, and numerous national and regional innovation and entrepreneurial awards for collaborative projects and startups. A Pro Vice-Chancellor for Enterprise leads Associate Deans for Enterprise in every academic school, supported by a Partnership Management Team to enable creative and innovative research outputs to be developed with external partners for economic and societal impact. A unique Campus Partner Framework embeds within the University's innovation community 90+ organisations on its science park, LUSEP, characterised by distinctive knowledge clusters including energy, low carbon, sport, health and wellbeing. Loughborough Enterprise Network uniquely combines the Students' Union and University's delivery of student/graduate enterprise activity,

engaging alumni and business communities. Its graduate startup programme, the Studio, has supported 80 companies and 100+ entrepreneurs, creating 128 jobs, 75 volunteer and 24 internship opportunities. Two high-potential graduate startups at LUSEP have raised over £2m in investment and created 25 skilled jobs in three years.

The University has launched a dedicated business Incubator, [LU Inc.](#), with a mission to cultivate emerging innovative and ambitious businesses, bringing together academic and graduate entrepreneurs with founders from across the region and beyond to create a rich, vibrant and world-renowned entrepreneurial community. With a dedicated Incubator team, founders supported through LU Inc. benefit from shared workspace, training, coaching, mentoring and connections to networks and funding and resources from inside and outside the University. This support is designed based on international best practice for incubator and accelerator services. Having formed such a developed enterprise ecosystem it is right that the University should now leverage its resources to contribute directly to the re-building of our local economy. harness existing skills and experience at Loughborough University in enterprise, entrepreneurship and business creation.

## STRATEGIC DRIVERS

**University Strategy:** - Loughborough University has made a strategic commitment to ‘work closely with local partners to enhance the social, cultural and economic wellbeing of the communities and regions in which we reside’ (University strategy ‘Building Excellence’) and to be a positive force for development in the region. Through LU Inc. the University aims to increase the numbers, quality and success of start-ups it works with and to strengthen regional economic performance by supporting the establishment of businesses, business growth and jobs rooted in the region. This makes LU Inc. ideally positioned to lead a rapid and effective response to the COVID-19 recovery focused on early stage entrepreneurs and developing a new generation of businesses.

**Loughborough Town Investment Plan (TIP):** - the project will respond to strategic themes and priorities identified in the TIP including: **Future Proofed Resilience & Wellbeing:** ‘Equipping people, communities and business for the future’ by enhancing local skills on how to rapidly design, test and experiment with new business ideas, products and services and connecting them with mentoring and other opportunities. It will enable access to high quality shared workspaces and university facilities and specialist equipment to benefit local entrepreneurs and will increase the level and quality of collaboration between the University and the local business community. **Innovative inclusive development:** the project will help to realise Loughborough as a ‘Specialist ‘innovation city’ of global, national and regional quality’ by: developing accessible, specialist support which helps entrepreneurs to design, test and execute business solutions. It will deliver support which contributes to enterprise development and business productivity and growth. It will provide a platform for raising Loughborough’s profile regionally, nationally and internationally.

In parallel with this project, Loughborough University have been involved in submission of two additional proposals for the consideration of the Loughborough Town Deal Board which will integrate with and maximise the value of this initiative. These complementary projects are:

- ‘LU Inc. Wayfinder Project’ (Town Deal proposal) a focussed post-Covid-19 intervention to drive innovation and business start-up; Wayfinder realises the establishment of town centre and university innovation and prototype labs and accompanying enterprise support activities to enable the rapid design and development of new innovative businesses and provide a seamless link between town centre facilities and more advanced support through LU Inc. at LUSEP.
- ‘Loughborough Careers and Enterprise Hub’ (Town Deal Forward Funding Proposal) led by Loughborough College in partnership with LU to create skills and enterprise space in the town centre. It is our expectation that, with agreement from CBC and in consultation with the Town Deal Board, this be our Stream B delivery location. The Hub proposal has already secured the support of both CBC and the Town Deal Board but this proposal has allowed for an alternative Stream B location should the project not progress.

**Loughborough and Leicester Science and Innovation Enterprise Zone:** - This project is designed to utilise retained rates from the Enterprise Zone to begin to replenish the local business ecosystem. This intervention aims to nurture a new generation of business which are sustainable, resilient and have the potential to scale and with the aim to generate a pipeline of businesses for our regional business centres and Enterprise Zone situated facilities.

**Govt. Industrial Strategy / LLEP Local Industrial Strategy Economic Review & Prospectus:** - LU Inc. has developed its strategy to complement and support the Government Industrial Strategy and the developing LLEP Wave 2 Local Industrial Strategy, which will address local challenges, amplify local strengths and identify future opportunities. LU Inc. and Loughborough University are contributing to this development work through existing LLEP governance bodies and through recent initiatives such as the

collaborative MIT Regional Entrepreneurship Acceleration Program (MIT REAP). This project will contribute toward identifying and supporting early stage innovations which align to the growth opportunities identified in the Local Industrial Strategy Prospectus, which originates from the Government's vision to create a modern economy that boosts productivity and earning power throughout the UK through its five 'Foundations of Productivity' to transform the economy and four 'Grand Challenges'. Specifically identified within the Local Industrial Strategy Economic Review (June 2019) is the need for local businesses to adopt new technology, new processes, new skills and this project will help emerging new businesses from the region to embed a focus on agile approaches which lend themselves to faster growth and greater productivity, identified as a key challenge for the region. The review also identifies the need to encourage greater student retention, and, by providing graduates with the inspiration, skills and infrastructure to build innovative new business rooted locally, we aim to make this a more attractive location to settle post-graduation.

**LLEP Economic Recovery Strategy:** - Specifically this project is a direct response to the unprecedented shock caused by the outbreak of COVID-19 and the need to 're-ignite' the economy. It has been designed to complement initiatives being led by the LLEP and Charnwood Borough Council to provide timely support to businesses including programmes such as RESTART which, through the Business Gateway Growth Hub, is providing assistance to existing businesses to restart their operations.

## WHO WE WILL SUPPORT

Our support will be focussed primarily on individuals exploring business start-up as an alternative career route and on pre and emerging new businesses. We expect our beneficiaries to display the following key characteristics:

Individuals who are:

- Living, working/or intending to work or recently studying in the LLEP area
- Out of work or in casual/temporary employment
- Entering / re-entering the labour market
- May be accessing employment assistance (financial or other support)

Start-up business which are:

- Located in the LLEP area
- Comprising individual or multiple founders
- Within first 12 months of setup or initial trading
- At an early development stage (seeking market validation of product/service, gathering evidence of product market fit or developing new prototype technologies to commercialise).
- Not yet have 'stabilised' and need flexibility to respond to significant changes in the business or founder circumstances (e.g. major pivot of business proposition, part-time employment of founders)

By virtue of developing a pipeline of new businesses our secondary beneficiaries will be local providers of managed workspaces or coworking spaces. As we will deliver grant funding to support individual businesses toward follow on office space and will generate better quality prospects for these business centres.

## WHAT WE WILL PROVIDE: INTENSIVE SUPPORT START-UP PROGRAMME

The LU Inc. Plus business start-up accelerator will comprise the following activities delivered over an intensive 6-month programme and through follow on support:

- Blended virtual and face to face training and events programme:-**  
 Providing inspiration and confidence to start-up and training founders in the latest methods and techniques for rapidly testing and validating business concepts, minimising costs and engaging with potential customers quickly and effectively. Per cohort we intend to deliver 4 networking events and 12 training days harnessing expertise through Loughborough University in enterprise, entrepreneurship and business creation. An indicative curriculum is outlined opposite; this will be designed in full in the first stage of the project and will be configured to fit each cohorts' requirements and to complement existing local training provision. We anticipate early cohorts will have a higher proportion of virtual delivery dependent on social distancing measures.

**Needs assessment – bespoke curriculum planned for participants, working with LU Inc. Plus team**

Workshop blocs

**Bloc 1:** mission, vision, milestones & action planning, customer discovery, value proposition, lean startup, addressable market & testing, product market fit

**Bloc 2:** business modelling and fast growth and exit strategies, setup & legals, pitching & first selling, new tools & technologies for business management

**Bloc 3:** Managing finance in fast growth companies, PR & profile raising, sales pipeline, engaging clients B2B and B2C, marketing, branding & storytelling, IP

**Bloc 4:** Unlocking networks for growth, advisors, mentors and other supporters, embedding innovation incl. R&D tax, fundraising, valuations & due diligence

**Review – identifying next step facilities, networks and funding with LU Inc. Plus team & partners**

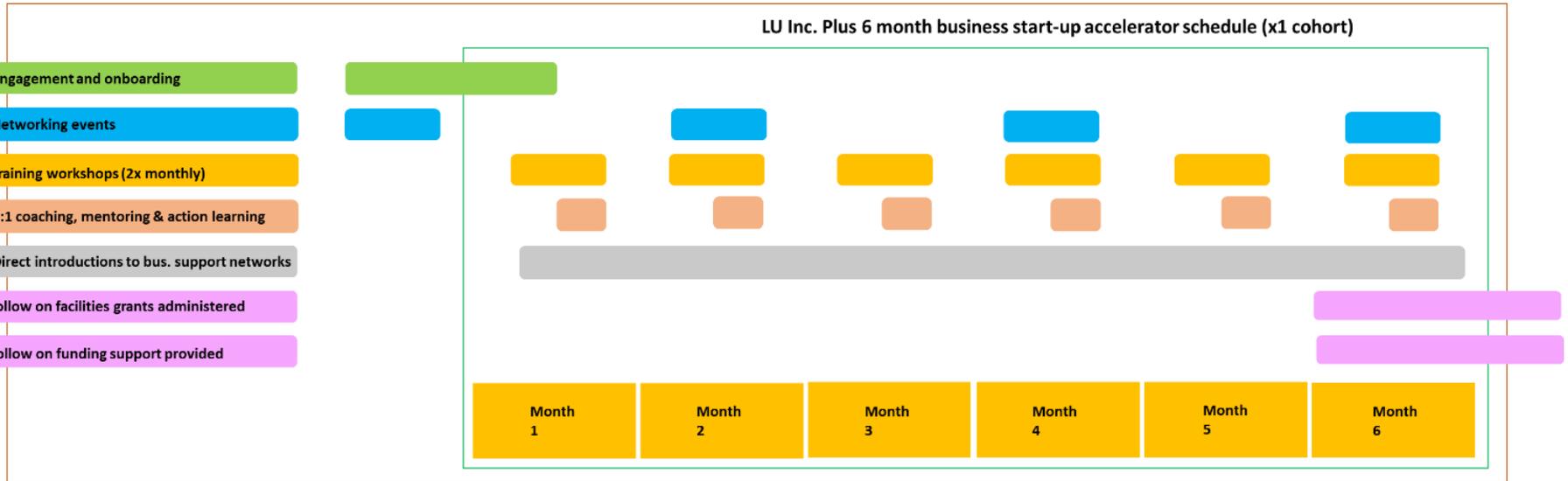
- Dedicated shared workspace (with managed social distancing):-**  
 Co-locating cohorts of entrepreneurs in safely managed shared facilities where they can benefit from a fully serviced office environment conducive to encouraging peer to peer support and learning and providing close access to equipment and expertise to test and validate products and services. Stream A will be located at the LU Inc. business facility, based at LUSEP, a 544 sqm fully-serviced, flexible workspace including event, meeting, breakout, lab and storage spaces with close-by access to other facilities and expertise, workstation with power and superfast broadband, refreshments, printing, and dedicated LU Inc. team and wider shared reception and security provision. Stream B will initially be delivered through virtual events programme, the incubation facilities will then be confirmed in an equivalent space in the town centre. The exact location will be determined by the success of a Town Deal Forward Funding proposal which has support of CBC and Loughborough Town Deal Board (see Strategic Drivers section of this Project Plan), otherwise the location will be at an appropriate location run by a private sector provider. It may otherwise be preferable to locate an additional stream at the Charnwood Enterprise Zone subject to available space.
- Dedicated business coaching programme focused on realising set-up and growth:-**  
 Regular 1:1 business and performance coaching between founders and qualified coaches to help them to configure sustainable, resilient business models, address and overcome challenges and action plan the development of their business
- Active peer and mentor network with 1:1 and group action learning and accountability sessions:-**  
 Bringing together cohorts of entrepreneurs to provide action learning workshops through which participants can support one another to troubleshoot shared challenges with the assistance of an experienced facilitator coach. Connecting entrepreneurs with highly experienced mentors, industry or domain experts and investors who can help them to develop their business concept, leveraged through the university's alumni and industry networks and through close cooperation with other regional business support programmes
- Direct connections made with local business support networks:-**  
 Managing connections with business support networks across the region providing a clear route pathway for entrepreneurs to access complementary and follow on support and resources to maximise the success of their business. For example, by providing touch points during our programme for the introduction of Business Gateway Growth Hub and where appropriate make direct individual connections with Growth Hub team members. This will be replicated for other relevant networks which might include, though not exclusively, Federation of Small Businesses (FSB) Institute of Directors (IoD), Chambers of Commerce and MSDUK (which brings together ethnic minority owned businesses nationally).
- Grant funding for high potential businesses for next-step space:-**  
 Supporting new businesses through brokered connections and financial assistance to transition from incubation services to appropriate spaces across the region to restock the local business ecosystem. This will be achieved by:
  - administering grant funding up to £1,200 for a smaller number of individual businesses to use to purchase office space post-programme within the LLEP area with appropriate providers. This will support those highest potential businesses to smoothly transition from incubation to grow on space.
  - collaborating with our local business centre and coworking providers, including 'Neighbourhood' (which manages Jason Works, Canal House and other Loughborough based shared workspaces) to provide a 'soft-landing' introduction between businesses and follow on business facilities.

- **Support with finding and securing follow on funding opportunities through appropriate fundraising routes:-**  
The LU Inc. team has considerable experience in supporting early stage businesses to access local, regional and national funding opportunities from public and private providers. From each cohort those businesses with highest potential will be supported more intensely to secure follow on funding opportunities.

**Creating an Emerging Business Pipeline** - Each cohort will engage 36 individuals through events and one to one support. Of those individuals 14 pre and emerging new businesses will be selected and supported through the development of their business with the aim that 5 of those businesses will establish. Of those supported 3 of the most promising businesses (those with greatest potential to grow and scale over the next 6-12 month) will be selected for follow on support to enter into follow on facilities and 3 selected to support to secure external funds. Stream A & B Cohort 1 will be combined and run at reduced capacity to take account of social distancing and to allow for effective lead-in for the project and establishment of Stream B location).

**Support overview**

The following Figure 2. outlines the support delivered for each cohort over a 6-month period the project:



**Project overview**

Over the course of the project we will deliver 8 cohorts, spread over 2 themes. The schedule is outlined in Figure 3. below:

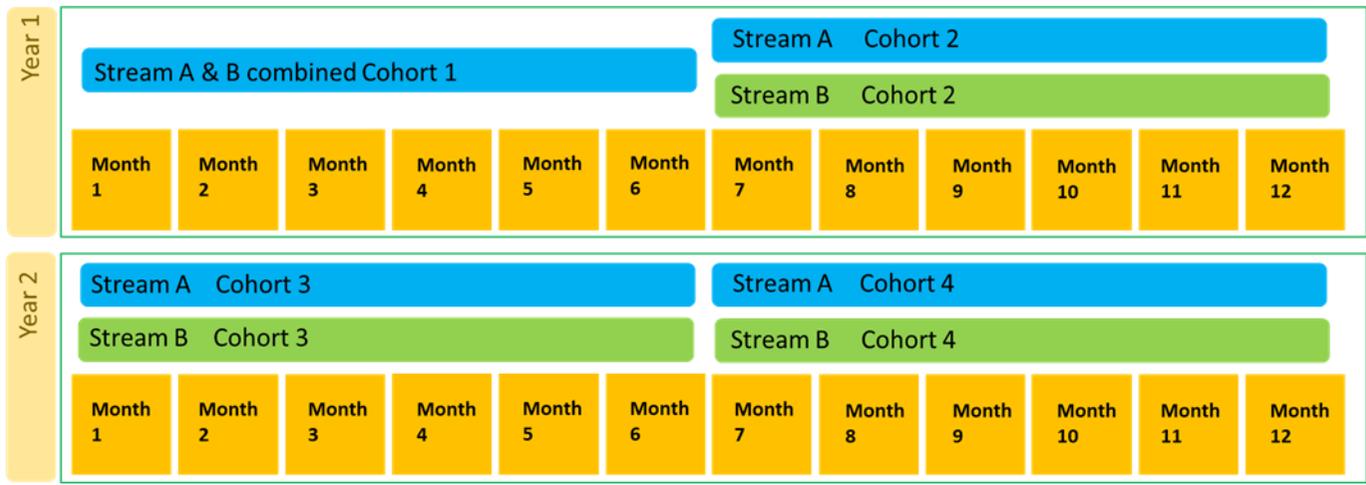
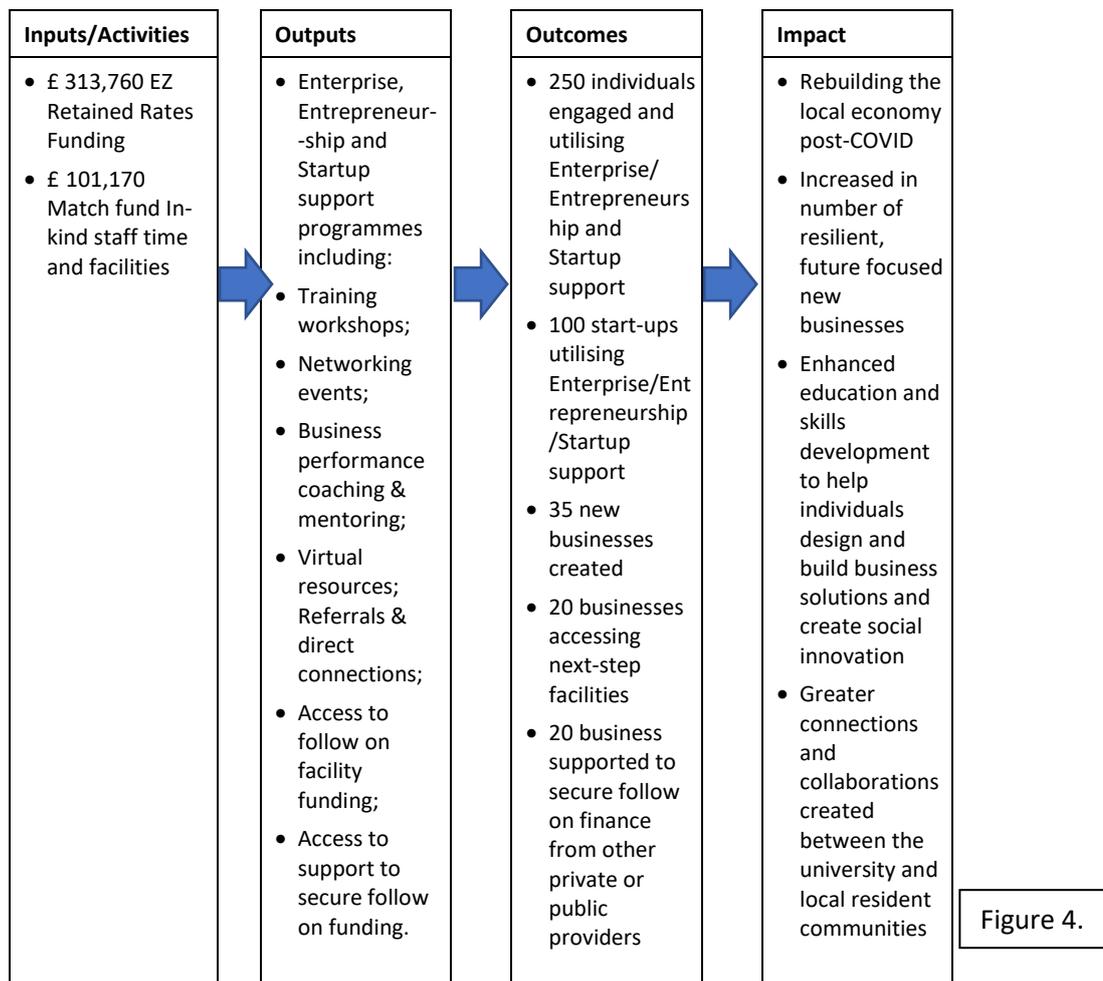


Figure 3.

## WHAT WE WILL ACHIEVE: IMPACT

Figure 4. below sets out the impact we intend to achieve through theory of change, outputs and outcomes:



Through this project we are working to create more founders like those described below who have responded to the COVID-19 pandemic dynamically by realigning their businesses to opportunities which help them to survive and thrive. Each of the following entrepreneurs are currently being supported by LU Inc.



**Kate Walker**  
**Founder, Exphand Prosthetics**  
 Manufacturing Start-up

User testing a 3D printed prosthetic arm for children, Kate was recently a Leicestershire Innovation Award winner.



**Tiff Afflick**  
**Founder, The Cooking Yam**  
 Sports nutrition and recipe development

During the pandemic Tiff has pivoted her sports nutrition coaching and workshops to international markets



**Ricky Odin**  
**Founder, Odin E-Com**  
 E-commerce scale up services

A digital marketer with local industry experience, Ricky is reconfiguring his business model to move from freelance paid work experiment with services which can be rapidly scaled.



**Ben Bradshaw**  
**Founder, Defined Creative**  
 Graphic and Web Designer

A graphic design professional with local industry experience, Ben is currently expanding his team to transition from sole founder to creative agency.

## Value for money

Based on projected outcomes we assume the project will help to generate 35 new business of the 250 engaged and 100 pre-and emerging startups supported. We have determined three scenarios for businesses which are setup and begin trading. These are: a) 'worst case scenario' - we estimate each of the 35 businesses established achieves only £15,000 value generated and 0.5 FTE jobs generated. Over a single 12-month period this would result in 17.5 jobs created and £525,000 value created. b) 'medium case scenario' - we estimate each of these businesses achieves £30,000 value generated and 1FTE jobs generated. Over a single 12-month period this would result in 35 jobs created and £1,050,000 value created. c) 'best case scenario' - we estimate approximately 80% of the businesses created will achieve £30,000 value generated and 1FTE jobs generated, and 20% of businesses created will achieve rapid scale and growth; achieving £200,000 value generated and 10FTE jobs created. Over a single 12-month period this would result in 105 jobs created and £2,240,000 value created. The calculations above exclude the accumulative effect of businesses operating over more than one year and any benefits realised by individuals who participated in the programme gaining new skills which might help them to either set a business up in future or secure future employment opportunities. These projections are based on based on a single 12-month period following but not immediately proceeding the project. We are assuming achieving these projections may take some months/2-3 years to develop, for example a high performing start-up may begin generating ~£15,000 in year one, moving to £30,000 and £100,000 in year three thereafter continuing to grow year on year.

## PROJECT PLAN

Figure 5. outlines how we intend to deliver on our Project including key milestones and expected timescales:

Key Milestone / Task	Key risks	Actions to mitigate risk	Completion date	Outcome
Design of detailed delivery plans (event / training / coaching) and design of grant administration	Uncertainty around pandemic conditions	Blended programme allowing for physical & virtual delivery	Feb 2020	Detailed content and delivery plan
Partner engagement – discuss with partner agencies their involvement / touchpoints in cohort / stream delivery	Partner capacity to support	Identify gaps and regularly review partner arrangements	Feb 2021	Partner engagement and referral process in place (when to refer, how to refer, how to monitor referrals etc.)
Initiate stream Leaders post approval and recruitment	Delay in post approval	Seek post approval subject to funding confirmation / LU Inc. Manager backup resource	Mar 2021	Enable design and delivery of detailed delivery plan
Plan and resolve locations for Stream A and Stream B delivery (incl. Stream A LU Inc., LUSEP / Stream B Town Centre)	For Stream B no identifiable space / delay in agreement	Several options are already under consideration or subject to current funding proposals (see strategic drivers section)	Apr 2021	Business facility ready to host Stream B Cohort 1

LUSEP LU Inc. business facilities ready to host Stream A & B Cohort 1	Physical space COVID safe	COVID safety measures installed	Feb 2021	LUSEP LU Inc. business facility ready to host Stream A & B Cohort 1
Town Centre business facilities ready to host Stream B Cohorts	For Stream B no identifiable space / delay in agreement	Several options are already under consideration or subject to current funding proposals (see strategic drivers section)	May 2021	Town Centre business facility ready to host Stream B Cohorts
Project application portal developed and published online and engagement and onboarding of Stream A Cohort 1 and Stream B Cohort 1 initiated	For Stream B no identifiable space / delay in agreement	Resources allocated to marketing	Mar 2021	First cohort recruited and delivery commenced
Delivery of Stream A Cohort 1 and Stream B Cohort 1	Low take-up / programme schedule issues	Cohort size adjustment  Strong staff team, effective management and client dialogue	Aug 2021	40 Individuals engaged, 16 start-ups supported
Delivery of Stream A Cohort 2 and Stream B Cohort 2	Low take-up / programme schedule issues		Feb 2022	70 Individuals engaged, 28 start-ups supported
Delivery of Stream A Cohort 3 and Stream B Cohort 3	Low take-up / programme schedule issues		Aug 2022	70 Individuals engaged, 28 start-ups supported
Delivery of Stream A Cohort 4 and Stream B Cohort 4	Low take-up / programme schedule issues		Mar 2023	70 Individuals engaged, 28 start-ups supported
Project evaluation and close	Retaining staff approaching project end	Consideration of follow on funding opportunities	May 2023	35 businesses established, 20 businesses supported to secure external funding, 20 businesses moved onto next step facilities

Figure 5.

## FINANCIAL PLAN

Figure 6. sets out the budget for the project (financial year 1 April to 31 March).

<b>Total Project Costs</b>		Total	2020/21	2021/22	2022/23	2023/24
Spend profile		£414,930	£25,993	£192,409	£180,415	£16,113
Of which EZ ask		£313,760	£14,414	£145,751	£142,042	£11,553
<b>Forecast EZ Funding</b>		Total	2020/21	2021/22	2022/23	2023/24
Stream A Programme Leader (1FTE)		108,246	3,814	47,147	49,033	8,252
Stream A Engagement Events		1,000	0	500	500	0
Stream A Workshop Training Programme		10,000	0	5,000	5,000	0
Stream A Office Space (LUSEP)		70,000	8,750	35,000	26250	0
Stream B Programme Leader (0.4FTE)		38,722	0	15,808	19,613	3,301
Stream B Engagement Events		2,000	0	1,000	1,000	0
Stream B Training Programme		9,592	0	4,796	4,796	0
Stream B Office Space (Town Centre location)		45,000	0	22,500	22,500	0
Marketing materials and activities (including web portal)		3,200	1600	1,000	600	0
Travel and contingency		2,000	250	1,000	750	0
Grow on space grants (20 grants)		24,000	0	12,000	12,000	0
<b>Total EZ Budget</b>		<b>313,760</b>	<b>14,414</b>	<b>145,751</b>	<b>142,042</b>	<b>11,553</b>
<b>Forecast Match Funding</b>						
Incubator Manager (0.2 FTE)		31,170	2,829	11,658	12,123	4,560
Office space (LUSEP)		70,000	8,750	35,000	26250	0
<b>Total Match Funding</b>		<b>101,170</b>	<b>11,579</b>	<b>46,658</b>	<b>38,373</b>	<b>4,560</b>
<b>Total all costs</b>		<b>414,930</b>	<b>25,993</b>	<b>192,409</b>	<b>180,415</b>	<b>16,113</b>

Figure 6.

## Charnwood Borough Council

### Equality Impact Assessment 'Knowing the needs of your customers and employees'

#### ■ Background

An Equality Impact Assessment is an improvement tool. It will assist you in ensuring that you have thought about the needs and impacts of your service/policy/function in relation to the protected characteristics. It enables a systematic approach to identifying and recording gaps and actions.

#### ■ Legislation- Equality Duty

As a local authority that provides services to the public, Charnwood Borough Council has a legal responsibility to ensure that we can demonstrate having paid due regard to the need to:

- ✓ Eliminate discrimination, harassment and victimisation
- ✓ Advance Equality of Opportunity
- ✓ Foster good relations

For the following protected characteristics:

1. Age
2. Disability
3. Gender reassignment
4. Marriage and civil partnership
5. Pregnancy and maternity
6. Race
7. Religion and belief
8. Sex (Gender)
9. Sexual orientation

What is prohibited?

1. Direct Discrimination
2. Indirect Discrimination
3. Harassment
4. Victimisation
5. Discrimination by association
6. Discrimination by perception
7. Pregnancy and maternity discrimination
8. Discrimination arising from disability
9. Failing to make reasonable adjustments

**Note: Complete the action plan as you go through the questions**

■ **Step 1 – Introductory information**

Title of the policy	Enterprise Zone – Covid 19 Recovery Programme (Cabinet 19/11/2020)
Name of lead officer and others undertaking this assessment	David Hankin
Date EIA started	23/10/2020
Date EIA completed	23/10/2020

■ **Step 2 – Overview of policy/function being assessed:**

Outline: What is the purpose of this policy? (Specify aims and objectives)
To engage with a partner in the delivery of a programme designed to assist highly skilled people and graduates adversely affected by the global pandemic in acquiring entrepreneurial skills and capabilities to grow and establish new businesses to support the recovery of the local economy.
What specific group/s is the policy designed to affect/impact and what is the intended change or outcome for them?
The policy is aimed at skilled individuals who will lose their jobs and recent graduates unable to find employment due to the impact of Covid 19 to support the development and application entrepreneurial skills complementart to their technical and academic skills to help establish new businesses and growth.
Which groups have been consulted as part of the creation or review of the policy?
Loughborough University Leicester and Leicestershire Enterprise Partnership Enterprise Zone Implementation Groups (LUSEP and Charnwwod Campus)

■ **Step 3 – What we already know and where there are gaps**

List any existing information/data do you have/monitor about different diverse groups in relation to this policy? Such as in relation to age, disability, gender reassignment, marriage and civil partnership, pregnancy & maternity, race, religion or belief, sex, sexual orientation etc.
Data/information such as: <ul style="list-style-type: none"> <li>▪ Consultation</li> <li>▪ Previous Equality Impact Assessments</li> <li>▪ Demographic information</li> <li>▪ Anecdotal and other evidence</li> </ul>
Numbers of claimants for the LEP area are monitored by DWP and ONS and analysed by the LLEP with regular updates published through Intelligence Updates – since September 2019 and September 2020 the number of claimants has increased by 22,445 to 36,495, largely attributable to the economic impact of the pandemic.
Outside the City claimant counts are higher in Charnwwd than in any other district and are continuing to grow from less than 2,000 at the start of the pandemic in March 2020 to 4,930 in September 2020.
It is widely anticipated that as the pandemic continues many companies will be compelled to shed workers, particularly as the government’s furlough scheme is phased out. Others may be forced into closure; Across the LLEP area the number of businesses forced into dissolution or liquidation increased

appreciably from 105 in August 2020 to 868 in September. Virtually all sectors have been adversely affected but among them are professional, scientific and technical activities.

Loughborough University are responsible for the management of the Science and Enterprise Park and clearly are closely in touch with recent graduates – as such the University is well placed to monitor and comment upon the prospects for business in the high technology and advanced manufacturing sectors as well as this years graduates. As a partner in the delivery of this policy the University is committed to the need to intervene to support skilled individuals across all groups to improve their prospects for employment, self employment and the founding of local businesses with the capability to grow and aid the recovery of the economy.

What does this information / data tell you about diverse groups? If you do not hold or have access to any data/information on diverse groups, what do you need to begin collating / monitoring? (Please list)

The data does not disaggregate the diversity of groups seeking employment / support in developing the skill sets required to become successful founders.

That information will be gathered by the partnership in evaluating the success of the project and used to inform recruitment strategies for subsequent cohorts joining the programme over its proposed two year term.

**Step 4 – Do we need to seek the views of others? If so, who?**

In light of the answers you have given in Step 2, do you need to consult with specific groups to identify needs / issues? If not please explain why.

No – the immediate priority is to ensure that the structures are in place to deliver the programme given the fact that the economy already has lapsed into recession and the future remains uncertain.

**Step 5 – Assessing the impact**

In light of any data/consultation/information and your own knowledge and awareness, please identify whether the policy has a positive or negative impact on the individuals or community groups (including what barriers these individuals or groups may face) who identify with any ‘protected characteristics’ and provide an explanation for your decision (please refer to the general duties on the front page).

	Comments
<b>Age</b>	Positive – the policy will provide opportunities for more mature people to acquire additional skills to complement their professional and technical capabilities as a potential business founder – similarly the policy will assist recent graduates whose employment opportunities will have been constrained by the economic recession precipitated by the Covid 19 pandemic.
<b>Disability (Physical, visual, hearing, learning disabilities, mental health)</b>	Neutral – access to the programme will be available for people with disabilities.
<b>Gender Reassignment (Transgender)</b>	Neutral – the programme will be open to all.
<b>Race</b>	Neutral – the programme will be open to all.

<b>Religion or Belief (Includes no belief)</b>	Neutral – the programme will be open to people of all faiths and none.
<b>Sex (Gender)</b>	Neutral – the programme will be open to all
<b>Sexual Orientation</b>	Neutral – the programme will be open to all
<b>Other protected groups (Pregnancy &amp; maternity, marriage &amp; civil partnership)</b>	Neutral – the programme will be open to all
<b>Other socially excluded groups (armed forces families/ communities, carers, low literacy, priority neighbourhoods, health inequalities, rural isolation, asylum seeker and refugee communities etc.)</b>	Neutral – the programme will be open to all

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.

Please note:

- a) If you have identified adverse impact or discrimination that is illegal, you are required to take action to remedy this immediately.
- b) Additionally, if you have identified adverse impact that is justifiable or legitimate, you will need to consider what actions can be taken to mitigate its effect on those groups of people.

No adverse impacts Or potential barriers to participation in the programme have been identified. Both the Borough Council and its intended partner in delivery have adopted policie and procedures in place to ensure equality, diversity and inclusion in the delivery of services and recruitment of staff.

<https://www.lboro.ac.uk/services/hr/equality-diversity/>

Summarise your findings and give an overview as to whether the policy will meet Charnwood Borough Council's responsibilities in relation to equality and diversity (please refer to the general duties on the front page).

Overall it is concluded that the policy will have no adverse effect on the general duties attendant upon the Council for the elimination of discrimination, promotion of equality and opportunity and enablement of good relationships.

## ■ Step 6- Monitoring, evaluation and review

Are there processes in place to review the findings of this Assessment and make appropriate changes? In particular, how will you monitor potential barriers and any positive/ negative impact?
Monitoring and evaluation of participants joining the programme will be undertaken as part of the recruitment process and ongoing review of performance linked to the phased release of funding under the terms of a contract for the delivery of the programme. Information gathered from that process will inform future marketing, advertising and recruitment strategies to ensure that the policy is delivered in conformity with adopted policies for the promotion of equaity and diversity.
How will the recommendations of this assessment be built into wider planning and review processes? e.g. policy reviews, annual plans and use of performance management systems.
The contract through which the programme is to be delivered will include specific reference to the provision of relevant data on recruitment of participants to demonstrate the practical application of procedures to

ensure equality and diversity with the settlement of funding for the delivery of subsequent phases of the programme being conditional upon the provision of evidence to demonstrate the application of approved procedures supported by corrective action if required.

■ **Step 7- Action Plan**

<b>Please include any identified concerns/actions/issues in this action plan: The issues identified should inform your Service Plan and, if appropriate, your Consultation Plan</b>			
<b>Reference Number</b>	<b>Action</b>	<b>Responsible Officer</b>	<b>Target Date</b>
1	Ensure provision within the contract for the delivery of the programme of requirements to apply policies and procedures to ensure the promotion of equality and diversity in the recruitment of participants	D Hankin	March 2021
2	Require under the terms of the contract the submission of performance reports at key milestones – typically towards the end of each cohort (i.e. 4 intakes) to demonstrate the achievement of the overall performance targets and evidence of measures to encourage and enable the participation of people from all sectors of society	D Hankin	On the completion of each cohort at 6 monthly intervals.

■ **Step 8- Who needs to know about the outcomes of this assessment and how will they be informed?**

	<b>Who needs to know</b> (Please tick)	<b>How they will be informed</b> (we have a legal duty to publish EIA's)
<b>Employees</b>	/	The terms and conditions for recruitment to the programme will make clear to prospective participants and delivery partners the commitment to measures required in the action plan to ensure the promotion and achievement of equality and diversity
<b>Service users</b>	/	
<b>Partners and stakeholders</b>	/	
<b>Others</b>	/	
<b>To ensure ease of access, what other communication needs/concerns are there?</b>		The delivery partners will work closely with the Council's own Coms team and "in Charnwood" utilising existing web sites and social media channels to promote access to the programme.

<b>Please delete as appropriate</b>
<b>I agree / disagree with this assessment / action plan</b>
<b>If disagree, state action/s required, reasons and details of who is to carry them out with timescales:</b>

Signed (Service Head):



Date: 26 October 2020

[Please send completed & signed assessment to Suzanne Kinder for publishing.](#)

- Step 9- Conclusion (to be completed and signed by the [Service Head](#))

## CABINET - 19TH NOVEMBER 2020

### Report of the Head of Planning Lead Member: Councillor Bailey

#### Part A

#### ITEM 9 STATEMENT OF COMMUNITY INVOLVEMENT

##### Purpose of Report

The report proposes an updated Statement of Community Involvement for adoption. The document sets out how the Council will consult on planning policy documents (including the Local Plan), engage with and support neighbourhood planning, and consult on planning applications.

##### Recommendations

1. That the Statement of Community Involvement in Appendix A of Part B to the report be adopted.
2. That the fee proposal (detailed at paragraph 2.2 of Appendix A of Part B to the report) to charge an administration fee for requests to provide physical copies of consultation documents at a rate of £5 per document plus the printing cost be approved.

##### Reasons

1. To meet statutory timescales to update the Statement of Community Involvement every five years and ensure that the Council has modern and engaging approaches to plan-making consultations that are sufficiently flexible to enable plan-making to progress in the context of COVID-19 restrictions. Also to set out the Council's approach to supporting neighbourhood planning and consult on planning applications.
2. To establish a new discretionary service charge as set out at paragraph 5.3 of the Council's Income and Charging Policy.

##### Policy Justification and Previous Decisions

The Council is required to produce a Statement of Community Involvement under Section 18 of the Planning and Compulsory Purchase Act 2004 and is required to update it every five years under Regulation 4 of the Town and Country Planning Regulations 2017. The Cabinet adopted the current Statement of Community Involvement in January 2014 (Minute 69 2013 refers).

In the context of COVID-19, the Government's Planning Practice Guidance has been updated to encourage local authorities to undertake an immediate update to their Statement of Community Involvement to ensure that plan-making can continue during public health restrictions. An update to the Statement of Community Involvement is therefore timely ahead of the anticipated consultation on the Local Plan in early 2021.

The Statement of Community Involvement reflects the ‘Your Council’ section of the Corporate Strategy by committing to modern and effective consultation engagement.

Implementation Timetable including Future Decisions and Scrutiny

The decision will come into effect immediately (subject to Call-in).

Report Implications

The following implications have been identified for this report.

*Financial Implications*

There are no significant financial implications. Any changes to the Council’s approach to consultations will be met from existing budgets. The recommendation to introduce an administration fee for requests to provide physical copies of consultation documents is likely to be used infrequently as consultation documents are made available online, but is intended to cover the cost of this discretionary function.

*Risk Management*

The risks associated with the decision Cabinet is asked to make and proposed actions to mitigate those risks are set out in the table below.

Risk Identified	Likelihood	Impact	Overall Risk	Risk Management Actions Planned
Statement of Community Involvement does not comply with minimum legal requirements which could have legal, financial and reputational implications.	Remote (1)	Minor (1)	Very Low (1)	The document has been drafted with full consideration of relevant legislation and identifies optional additional consultation actions that exceed minimum requirements.

*Equality and Diversity*

An Equalities Impact Assessment (EIA) has been undertaken and is attached at Appendix B. To summarise, the Statement of Community Involvement has been drafted with equalities considerations as a corporate priority. The policies contained apply to the public generally and are not intended to focus on any specific group. For plan-making the Council has committed to maintaining a mix of online and offline consultation methods and to make reasonable adjustments for equalities requests in line with the general equality duty. In all cases, and considering that planning issues can vary significantly depending on individual proposals, the general equality duty applies irrespective of the Statement of Community Involvement.

Councillors are reminded that in making this decision they should give due regard to the need to:

- Encourage participation by disabled people in public life and take account of disabled people's disabilities, even when that involves treating disabled people more favourably.

Key Decision: No

Background Papers: None

Officer to contact: Clare Clarke  
Group Leader – Plans, Policies and Place-Making  
01509 63 4767  
07591947043  
[clare.clarke@charnwood.gov.uk](mailto:clare.clarke@charnwood.gov.uk)

## Part B

### 1. Background

- 1.1 Charnwood Borough Council's current Statement of Community Involvement was adopted in January 2014, is now outdated, and is not sufficiently flexible to enable the continuation of plan-making during COVID-19 restrictions.
- 1.2 In August 2020, Government indicated in the 'Planning for the Future White Paper' that significant changes to the planning system will take place over the coming years. The key message is one of culture change in planning – to embrace technology, widen consultation methods and reach unheard voices. Planning processes and documents should be simple and streamlined to speed up decision and plan making and further enable public engagement. The proposed Statement of Community Involvement aims to reflect these principles.
- 1.3 There is no legislative requirement to consult when updating a Statement of Community Involvement although the council may do so if it feels this would be appropriate. With this in mind, it is considered the changes proposed do not represent a significant shift in the current approach to consultation on planning documents. The most significant changes relate to: adapting to Covid-19; reflecting feedback collected during recent consultations; making the document itself more concise; and moving to a more online-positive approach alongside enhanced communications. In this context, it is not considered that consultation on the Statement of Community Involvement is necessary.

### 2. Summary of the Proposed Changes

- 2.1 The proposed Statement of Community Involvement sets out the Council's approach towards community and stakeholder engagement on planning matters and has been written to be concise and accessible. The document has been reduced in size from 36 to 10 pages, compared with the existing Statement of Community Involvement. The key sections of the document are summarised below.

#### Planning Policy Documents

- 2.2 This section of the proposed Statement of Community Involvement sets out how the council will consult on planning policy documents as they are prepared. The general principle of this section has been to remove unnecessary detail and to give the Council maximum flexibility in preparing documents, whilst making clear those commitments that exceed the minimum requirements.
- 2.3 In relation to the Local Plan, the council proposes to: retain an additional round of non-statutory consultation to inform plan making; maintain an open consultation database that includes 'hard to reach' groups; and use a range of consultation methods (see Table 1 of Appendix A). The table below summarises the key changes in relation to the Local Plan between the current and proposed Statement of Community Involvement (SCI).

New Additions to the SCI	Removed Parts of the SCI
Greater emphasis on social media/online engagement including Facebook, Twitter, video presentations and the Council's 'Charnwood News' email updates	Remove libraries as deposit points and the production of leaflets (in favour of enhanced online engagement)
Inclusion of responding to Equalities requests as a consultation method (for example making reasonable adjustments for an individual's disability to ensure that they can access content and comment).	Remove detailed commitments to focused exhibitions/workshops (although retain commitment to undertake such events if necessary)
Inclusion of a stated fee for providing printed documents (£5 per document plus printing cost).	Removal of explanatory detail in relation to the preparation of the Local Plan (in favour of a concise document that is accessible to the public – inclusion of a general commitment to fulfil procedural duties)
Inclusion of caveat in relation to physical forms of consultation, that the Council will facilitate online alternatives where COVID-19 measures restrict these methods	Removal of lists of consultation bodies (unnecessarily detailed and specified lists generally become outdated as organisations change over time)
Commits to placing site notices near proposed development allocations as part of the preferred options and publication consultations (in place of placing documents in libraries – publicises proposals closer to impacted communities).	

2.4 In relation to Supplementary Planning Documents and Informal Guidance, the Council proposes to use a range of consultation methods (see Table 1 of Appendix A) which enhances the methods specified in the current Statement of Community Involvement. The proposed Statement of Community Involvement commits to making public a report on consultation responses that details actions arising. However, compared to the current Statement of Community Involvement, it is proposed to remove the reference to an additional optional consultation and to consult for the statutorily required 4 weeks (currently 6 weeks) in order to enhance the flexibility of preparing these documents.

2.5 In relation to the Local Development Scheme, commitments reflect the minimum legal requirements.

#### Neighbourhood Planning Support

2.6 This section of the proposed Statement of Community Involvement sets out the Council's policies for supporting neighbourhood planning reflecting the Council's duty to give advice and assistance to communities that are engaging with neighbourhood planning. Since the adoption of the current Statement of Community Involvement in 2014, the Town and County Planning Act 1990 has been amended to require local authorities to set out specific policies for

neighbourhood planning, therefore the commitments made are a new addition in the proposed Statement of Community Involvement.

- 2.7 As a minimum, commitments made broadly reflect the Council's legal duties. The Council makes commitments to exceed the requirements by providing assistance on the specified technical matters; providing informal advice on draft policies/orders; and coordinating consultation materials. In response to COVID-19, a caveat is included that the fulfilling of duties will be subject to COVID-19 measures.

#### Development Management – Processing Planning Applications

- 2.8 This section sets out how the Council will consult on planning applications and broadly reflects the minimum legal requirements for each application type (see Table 2 of Appendix A). It also highlights the Council's policies towards pre-application advice and public involvement at Planning Committee.

#### Appendices

Appendix A – Statement of Community Involvement  
Appendix B – Equalities Impact Assessment

# **Statement of Community Involvement**

## **Charnwood Borough Council**

**November 2020**



# Statement of Community Involvement

## Charnwood Borough Council

### Executive Summary

This document sets out how Charnwood Borough Council will consult the community, business and organisations on planning matters. Planning shapes the environments where people live, work and spend their time and the Council recognises that effective and meaningful consultation is a valuable component of the planning process. The Statement of Community Involvement sets out how the Council will:

- Consult on **planning policy** documents (including the Local Plan)
- Engage with and support **neighbourhood planning**
- Consult on **development management** planning applications

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## 1. Introduction

### What is and why adopt a Statement of Community Involvement?

The Statement of Community Involvement sets out how Charnwood Borough Council will consult on the preparation of planning policy documents, the processing of planning applications and how the Council will engage with neighbourhood planning. The Council is required by legislation to prepare a Statement of Community Involvement<sup>1</sup>.

Planning shapes the places where people live, work and spend their time and, in turn, community involvement should help shape planning decisions. The Council values community engagement as a fundamental component of planning and, through this document, our vision is to empower communities to engage in modern, dynamic, efficient and effective ways.

This document replaces the previous Statement of Community Involvement (adopted January 2014) and will be reviewed regularly in accordance with the requirement to review this document every five years<sup>2</sup>.

### How to read the Statement of Community Involvement

This document is split into three themes – planning policy documents, neighbourhood planning, and development management. **The Council's specific consultation commitments are shown as Green text for ease of reference.**

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<sup>1</sup> Planning and Compulsory Purchase Act 2004 (as amended), Section 18

<sup>2</sup> The Town and Country Planning Regulations 2017, Regulation 4

## 2. Planning Policy Documents

**2.1** Planning policy documents set a framework for managing development in the area. The adopted Local Plan and adopted Neighbourhood Plans together form the ‘Development Plan’ for the area. Supplementary Planning Documents can add further detail to the Development Plan. Public consultation forms a key element of the preparation of planning policy documents and the Council attaches great importance to facilitating meaningful and wide-reaching public participation. The Statement of Community Involvement is required to set out the Council’s consultation policy in respect the preparation of planning policy documents<sup>3</sup>.

### Local Plan

**2.2** Local Plans set out a vision and planning policies to guide the determination of future planning applications within the area, and allocate land for housing, employment, retail and protective uses. Information about the role and scope of Local Plans is on the Government website<sup>4</sup>. The process for preparing a Local Plan and minimum consultation requirements are set out in legislation<sup>5</sup>. The Council aims to make local plan consultations meaningful and engaging. Our commitments in relation to preparing the Local Plan are to:

- ✓ **Undertake the following six-week consultations:-**
  - **Preparation Stage (Regulation 18) – to survey the scope and content of the plan at an early stage.**
  - **Preferred Options Stage (non-statutory) – to further inform plan content.**
  - **Publication Stage (Regulation 19/20) – to seek final views on the plan, to be considered by the independent Planning Inspector.**
- ✓ **Consult using all the methods listed in Table 1. Consultation procedures will be clearly explained and engaging.**
- ✓ **Fulfil procedural duties for Local Plan preparation, examination and adoption.**
- ✓ **Upon request, provide physical copies of consultation documents for a charge of the printing cost + £5 (per document) administration fee.**
- ✓ **Maintain a consultation database of consultees including ‘specific’ organisations prescribed by legislation; ‘general’ consultation bodies considered appropriate by the Council (including hard to read groups); and any other person/organisation that requests to join the database<sup>6</sup>**
- ✓ **Maintain a separate e-mail alert service that provides regular updates to people/organisations that join the mail list<sup>7</sup>.**
- ✓ **If revising the local plan pursuant to legislation<sup>8</sup>, the Council will undertake two six-week consultations (as per Regulation 18 and 19/20 above).**
- ✓ **For each consultation undertaken, publish a report on the website that collates and responds to consultation representations and identifies actions taken.**
- ✓ **Engage constructively, actively and on an ongoing basis with neighbouring local authorities on issues of a strategic and cross-boundary nature (including consideration of joint working opportunities).**

<sup>3</sup> Planning and Compulsory Purchase Act 2004 (as amended), Section 18 (2)

<sup>4</sup> <https://www.gov.uk/guidance/plan-making>

<sup>5</sup> Town and Country Planning (Local Planning) (England) Regulations 2012

<sup>6</sup> Sign up to the consultation database by e-mailing: [localplans@charnwood.gov.uk](mailto:localplans@charnwood.gov.uk)

<sup>7</sup> <https://www.charnwood.gov.uk/pages/lpsignup>

<sup>8</sup> Planning and Compulsory Purchase Act 2004 (as amended), Section 26

**Table 1: Consultation methods for preparing planning policy documents**

Method	Details
Online copy availability	<ul style="list-style-type: none"> <li>Documents and latest information via <a href="http://www.charnwood.gov.uk/planningpolicy">www.charnwood.gov.uk/planningpolicy</a></li> </ul>
Hard copy availability*	<ul style="list-style-type: none"> <li>Consultation documents made available at the Council's principal office</li> </ul>
Site Notices*	<ul style="list-style-type: none"> <li>At the Preferred Options and Publication stages consultations, at least 1 general site notice will be placed near each proposed housing and employment allocation.</li> </ul>
E-mail and letter notification to those on the consultation database/ e-mail alert.	<ul style="list-style-type: none"> <li>Local Plan: to be sent to all consultees on the database</li> <li>Other documents: to be sent to consultees dependent on the relevance of the consultation to them (i.e. impacts their area/ specialist topic).</li> </ul>
Social Media	<ul style="list-style-type: none"> <li>Publicity material to be posted on the Council's Facebook and Twitter accounts</li> <li>Video/presentation material will be produced at the Council's discretion.</li> </ul>
Local Media	<ul style="list-style-type: none"> <li>Press releases will be prepared and sent to local media organisations</li> <li>The Council will respond constructively to media requests for more information</li> </ul>
Focused Meetings*	<ul style="list-style-type: none"> <li>Where requested, the Council will facilitate meetings with interest groups; organisations and community advocates. Where necessary the Council will work with stakeholders to coordinate such meetings where there is a high level of demand.</li> </ul>
Parish and Town Councils and Neighbourhood Planning Forums	<ul style="list-style-type: none"> <li>To be notified of all Local Plan consultations, and consultations on other document that impact their area, and encouraged to publicise in newsletters.</li> </ul>
Notify Local Politicians	<ul style="list-style-type: none"> <li>Where their areas are impacted, Councillors (district and county) and Members of Parliament to be notified of the consultation by e-mail</li> </ul>
Exhibitions/ Workshops*	<ul style="list-style-type: none"> <li>To be facilitated at the Council's discretion and can focus on specific topics or localities.</li> </ul>
Charnwood News	<ul style="list-style-type: none"> <li>Where timescales permit, publicity material on consultations will be published in the 'Charnwood News' magazine which is distributed to most homes in the Borough.*</li> <li>Consultations will be publicised on the Council corporate 'Charnwood News' e-mailing list</li> </ul>
Consultation Responses	<ul style="list-style-type: none"> <li>Responses will be welcomed online or by post to widen engagement</li> </ul>
Developer/Stakeholder/Community Forums	<ul style="list-style-type: none"> <li>Members of planning developer/stakeholder/community forums that the Council facilitates will be notified of the consultation by e-mail.</li> </ul>
Equal Access Requests	<ul style="list-style-type: none"> <li>The Council will respond positively to equal access requests in line with the public sector equalities duty (for example advancing opportunity of access to consultation documents where inequalities derive from characteristics such as race, disability and age).</li> </ul>

\*COVID-19 measures may temporarily restrict the Council's ability to undertake physical consultation methods. Should this be the case the Council will facilitate online alternatives.

## **Supplementary Planning Documents/ Informal Guidance**

**2.3** Supplementary Planning Documents add detail to, but do not have the same status as, policies in the Local Plan. The process for preparing and consulting on a Supplementary Planning Document is set out in legislation<sup>9</sup>. Informal Guidance is sometimes published to add more clarity to aid the interpretation of policy. Our commitments in relation to preparing Supplementary Planning Documents/ Informal Guidance are to:

- ✓ **Undertake a four-week consultation on the proposed document.**
- ✓ **Consult using all the methods listed in Table 1. Consultation procedures will be clearly explained and seek engagement of those most affected.**
- ✓ **Upon request, provide physical copies of consultation documents for a charge of the printing cost + £5 (per document) administration fee.**
- ✓ **Publish a report on the website that collates and responds to consultation representations and identifies actions taken.**

## **Local Development Scheme**

**2.4** Charnwood Borough Council's Local Development Schemes sets out an up-to-date programme and timescales for preparing the Local Plan<sup>10</sup>. Our commitments in relation to the Local Development Scheme are to:

- ✓ **Ensure that the scheme is kept up-to-date and publicly available on the website.**
- ✓ **Annually report on progress made on the scheme in the Council's Annual Monitoring Report.**

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<sup>9</sup> Town and Country Planning (Local Planning) (England) Regulations 2012, Part 5.

<sup>10</sup> <https://www.charnwood.gov.uk/localdevelopmentscheme>

### 3. Neighbourhood Planning Support

**3.1** Neighbourhood planning gives communities direct power to develop a shared vision for their local area and takes two forms, which are prepared by the local community, usually parish councils (designated 'qualifying bodies') and endorsed by referendum:

- **Neighbourhood plans** can contain development allocations and planning policies to guide the development of the local area to which the plan relates.
- **Neighbourhood development orders** grant planning permission for specific types of development within a local area.

**3.2** Information about neighbourhood planning is on the Government website<sup>11</sup>. The procedure and timescales for engaging with neighbourhood planning is prescribed by legislation<sup>12</sup>. The Council has a duty to give advice and assistance to qualifying bodies (those engaging with neighbourhood planning)<sup>13</sup>. The Statement of Community Involvement is required set out the Council's policy for engaging with neighbourhood planning<sup>14</sup>. Considering these matters, The Council will engage positively with local communities partaking in neighbourhood planning.

#### Neighbourhood Plans and Neighbourhood Development Orders

**3.3** Our commitments in relation to neighbourhood planning are to:

- ✓ **Fulfil our duties within statutory timescales unless otherwise agreed with qualifying bodies (subject to consideration of COVID-19 measures)**
- ✓ **Maintain dialogue with qualifying bodies at all procedural stages.**
- ✓ **Where requested, support qualifying bodies with digital mapping, Strategic Environmental Assessment/Habitats Regulations Assessment screening, Environmental Impact Assessment, the establishment of Neighbourhood Forums, and sharing relevant parts of the Council's Local Plan evidence base.**
- ✓ **Where requested, provide informal advice on draft neighbourhood plan policies and draft neighbourhood development orders.**
- ✓ **Respond to the Regulation 14 and 21 consultations (those organised by the qualifying body).**
- ✓ **Communicate with qualifying bodies when organising regulation 6 and 16 consultations (those organised by the Council) in order to coordinate publicity materials. Where the Council is responsible for consultations it will:**
  - **publicise consultation documents the website;**
  - **deposit physical consultation documents at one location within the neighbourhood area;**
  - **consult relevant parties within the Council's planning consultation database. (The same approach will be taken for the publicity of modification or revocation of a plan or order).**
- ✓ **Maintain a webpage, including links to documents, on the Borough Council's website about the neighbourhood plan or neighbourhood development order.**

<sup>11</sup> <https://www.gov.uk/guidance/neighbourhood-planning--2>

<sup>12</sup> The Neighbourhood Planning (General) Regulations 2012 (as amended by 2015, 2016 and 2017 regulations)

<sup>13</sup> The Town and County Planning Act 1990 (as amended), Schedule 4b, Paragraph 3

<sup>14</sup> Planning and Compulsory Purchase Act 2004 (as amended), Section 18 (2B)

**3.4** It is not the Council's role to lead on the establishment or drafting of neighbourhood plans or orders. The Council seeks a proactive relationship in assisting qualifying bodies but will not take responsibility for preparing documents or offer additional administrative/ printing facilities.

## 4. Development Management – Processing Planning Applications

4.1 The Council processes a range of planning applications from householder and minor applications to major housing/ employment sites, and other specific consent routes detailed below. The Council attaches great importance to providing an effective and efficient development management service, including good stakeholder and community consultation, and sets out below how this will be achieved at the various stages.

### Pre-Application Engagement

4.2 Pre-application advice helps applicants understand and resolve key issues prior to submitting a formal planning application. Although not a statutory function, the Council encourages and values early pre-application engagement (particularly alongside community engagement exercises) and has set out procedural information and **ten pre-application commitments in the document ‘Pre-Application Advice Service: Guidance Note’<sup>15</sup>**. The Council recognises its data protection responsibilities.

### Consultation on Planning Application – by type

4.3 The minimum requirements for community consultation on planning applications are set out in legislation<sup>16</sup>. Other specific consent routes are governed by different legislation, the requirements of which are as a minimum reflected below. Our commitments in relation to consulting on planning applications are to:

- ✓ **Undertake the consultation actions set out in Table 2. The following will apply to the different consultation methods:-**
  - **Website – documents and information considered to be relevant will be placed on the Council’s Planning Explorer<sup>17</sup> public access website.**
  - **Site Notices – at least 1 will be placed on or near the proposal site. Reasonable steps will be taken to replace removed, obscured or defaced site notices where the Council is made aware.**
  - **Neighbour Letters – sent to the occupier of adjoining properties.**
  - **Newspaper Notice – in the Loughborough Echo or Leicester Mercury.**
- ✓ **Consult statutory consultees<sup>18</sup>.**
- ✓ **Invite consultation responses in writing only, using the following routes:-**
  - **Online – using the Council’s Planning Explorer (see footnote 17).**
  - **E-mail – [development.control@charnwood.gov.uk](mailto:development.control@charnwood.gov.uk)**
  - **Post – Planning Services, Charnwood Borough Council, Southfield Road, Loughborough, Leicestershire, LE11 2TN.**

### Other Procedural Matters

4.4 Our general commitments in relation to the Development management process are to:

- ✓ **Aim to process planning applications within statutory timescales, unless an extension of time is agreed with the applicant.**
- ✓ **Support public involvement at Planning Committee in accordance with the Council’s ‘Public speaking at Planning Committee’<sup>19</sup> policy.**

<sup>15</sup>[https://www.charnwood.gov.uk/files/documents/pre\\_application\\_advice\\_guidance\\_note/Charnwood%20Borough%20Council%20Pre-Application%20Advice%20Service%20May%202017%20-%20mod%20Jan%202018.pdf](https://www.charnwood.gov.uk/files/documents/pre_application_advice_guidance_note/Charnwood%20Borough%20Council%20Pre-Application%20Advice%20Service%20May%202017%20-%20mod%20Jan%202018.pdf)

<sup>16</sup> The Town and Country Planning (Development Management Procedure) (England) Order 2015 (as amended), Article 15

<sup>17</sup> <https://portal.charnwood.gov.uk/Northgate/PlanningExplorerAA/GeneralSearch.aspx>

<sup>18</sup> <https://www.gov.uk/guidance/consultation-and-pre-decision-matters#Statutory-consultees-on-applications>

<sup>19</sup>[https://www.charnwood.gov.uk/files/documents/speaking\\_at\\_committee/Public%20Speaking%20leaflet%20A5%20Oct%202011.pdf](https://www.charnwood.gov.uk/files/documents/speaking_at_committee/Public%20Speaking%20leaflet%20A5%20Oct%202011.pdf)

- ✓ **Make decisions on planning applications available on the website.**
- ✓ **Fulfil statutory duties where an appeal against refusal of planning permission is made and notify in writing those who commented on the application.**

**Table 2: Consultation actions on planning applications by type**

Application Type	Consultation Duration	Documents on Website	Newspaper Notice	Site Notice or Neighbour Letter
Major Development (10 or more dwellings, 1000 sqm or floorspace, or 0.5ha site)	21 days	✓	✓	✓
Applications that do not accord with the provisions of the Development Plan	21 days	✓	✓	✓
Environmental Impact Assessment applications accompanied by an environmental statement	30 days	✓	✓	✓
Affects a Public Right of Way	21 days	✓	✓	✓
Development affecting or within the setting of a Listed Building, or within a Conservation Area	21 days	✓	✓	✓
All other planning applications (minor, including householder)	21 days	✓		✓
Where an amendment that materially effects the proposal has been received on a planning application.	7-21 days (additional)	✓		✓
Works to trees protected by Tree Preservation Order (TPO) or trees within a Conservation Area.	21 days	✓		✓
Prior notification (where consultation is required only)	As required	✓		✓
Variation/ removal of condition.	21 days	✓		✓
Discharge of conditions	None			
Lawful development certificates	None			
Advertisement consent	None			
Non-material amendments	None			
Hedgerow removal	None			
Environmental Assessment screening or scoping opinion	Consult statutory consultees			

## **5. Further Advice and Contact**

- 5.1** For more information about community consultation on the preparation of planning documents or neighbourhood planning, contact [localplans@charnwood.gov.uk](mailto:localplans@charnwood.gov.uk).
- 5.2** For more information about community consultation on planning applications, contact [development.control@charnwood.gov.uk](mailto:development.control@charnwood.gov.uk).

## APPENDIX B –

### Equality Impact Assessment ‘Knowing the needs of your customers and employees’

#### ■ Background

An Equality Impact Assessment is an improvement tool. It will assist you in ensuring that you have thought about the needs and impacts of your service/policy/function in relation to the protected characteristics. It enables a systematic approach to identifying and recording gaps and actions.

#### ■ Legislation- Equality Duty

As a local authority that provides services to the public, Charnwood Borough Council has a legal responsibility to ensure that we can demonstrate having paid due regard to the need to:

- ✓ Eliminate discrimination, harassment and victimisation
- ✓ Advance Equality of Opportunity
- ✓ Foster good relations

For the following protected characteristics:

1. Age
2. Disability
3. Gender reassignment
4. Marriage and civil partnership
5. Pregnancy and maternity
6. Race
7. Religion and belief
8. Sex (Gender)
9. Sexual orientation

What is prohibited?

1. Direct Discrimination
2. Indirect Discrimination
3. Harassment
4. Victimisation
5. Discrimination by association
6. Discrimination by perception
7. Pregnancy and maternity discrimination
8. Discrimination arising from disability
9. Failing to make reasonable adjustments

**Note: Complete the action plan as you go through the questions**

■ **Step 1 – Introductory information**

Title of the policy	Statement of Community Involvement
Name of lead officer and others undertaking this assessment	Seb Wilkins (Senior Planning Officer)
Date EIA started	31/08/2020
Date EIA completed	06/10/2020

■ **Step 2 – Overview of policy/function being assessed:**

Outline: What is the purpose of this policy? (Specify aims and objectives)
The Statement of Community Involvement sets out how the Council will consult on planning policy documents (including the Local Plan), engage with and support neighbourhood planning, and consult on planning applications.
What specific group/s is the policy designed to affect/impact and what is the intended change or outcome for them?
None – relates to the general public.
Which groups have been consulted as part of the creation or review of the policy?
None.

■ **Step 3 – What we already know and where there are gaps**

List any existing information/data do you have/monitor about different diverse groups in relation to this policy? Such as in relation to age, disability, gender reassignment, marriage and civil partnership, pregnancy & maternity, race, religion or belief, sex, sexual orientation etc.
Data/information such as: <ul style="list-style-type: none"> <li>▪ Consultation</li> <li>▪ Previous Equality Impact Assessments</li> <li>▪ Demographic information</li> <li>▪ Anecdotal and other evidence</li> </ul>
Consultations for plan-making and development management are applicable to the public generally. The Council's policy towards neighbourhood planning engagement is applicable to neighbourhood planning groups generally.
In relation to plan-making, the Council maintains a consultation database that includes consultees that are considered 'hard to reach', some of which will represent groups with protected characteristics. The list is not exhaustive due to the wide range of potential groups, however the Council encourages interested groups to register onto the consultation database on its website.

What does this information / data tell you about diverse groups? If you do not hold or have access to any data/information on diverse groups, what do you need to begin collating / monitoring? (Please list)
Community interest groups exist for a range of reasons that reflect the diversity of society. Each group may have a unique perspective that would make a valuable contribution to plan-making and it is incumbent on the Council to enable/facilitate these groups to participate in planning consultations.

■ **Step 4 – Do we need to seek the views of others? If so, who?**

In light of the answers you have given in Step 2, do you need to consult with specific groups to identify needs / issues? If not please explain why.
No, the Statement of Community Involvement relates to the public generally. In relation to plan-making, a specific consultation commitment is made to respond to Equalities requests as a consultation method.
Public interest, or the interest of specific equalities groups, in plan-making and development management functions can vary significantly depending on the proposal. In any event the Council has a general equalities duty to respond to equalities matters accordingly.

■ **Step 5 – Assessing the impact**

In light of any data/consultation/information and your own knowledge and awareness, please identify whether the policy has a positive or negative impact on the individuals or community groups (including what barriers these individuals or groups may face) who identify with any 'protected characteristics' and provide an explanation for your decision (please refer to the general duties on the front page).

	<b>Comments</b>
<b>Age</b>	Neutral – The document has a greater emphasis on online consultation methods and removes libraries as deposit points which could disproportionately impact older people who are less likely to be online. However, a physical deposit point at the council offices is retained; site notices near proposed allocations will be used to publicise consultations within the direct locality; and the document makes a specific commitment to make reasonable adjustments for equalities purposes upon request. Overall this would maintain the advancement of equality of opportunity.
<b>Disability (Physical, visual, hearing, learning disabilities, mental health)</b>	Positive – the document makes a specific commitment to make reasonable adjustments for equalities purposes upon request. This would particularly benefit individuals with certain disabilities. Overall the aim of this is to eliminate discrimination and advance equality of opportunity to respond to consultations.
<b>Gender Reassignment (Transgender)</b>	Neutral – benefits of the document would be equal as they apply to the public generally.
<b>Race</b>	Positive – the document makes a specific commitment to make reasonable adjustments for equalities purposes upon request. This would particularly benefit individuals with language barriers. Overall the aim of this is to eliminate discrimination and advance equality of opportunity to respond to consultations.
<b>Religion or Belief (Includes no belief)</b>	Neutral – benefits of the document would be equal as they apply to the public generally.
<b>Sex (Gender)</b>	Neutral – benefits of the document would be equal as they apply to the public generally.
<b>Sexual Orientation</b>	Neutral – benefits of the document would be equal as they apply to the public generally.
<b>Other protected groups (Pregnancy &amp;</b>	Neutral – benefits of the document would be equal as they apply

maternity, marriage & civil partnership)	to the public generally.
<b>Other socially excluded groups</b> (armed forces families/ communities, carers, low literacy, priority neighbourhoods, health inequalities, rural isolation, asylum seeker and refugee communities etc.)	Positive – the document makes a specific commitment to facilitate focused meetings with interest groups, organisations and community advocates where there is demand. Overall the aim of this is to advance equality of opportunity to respond to consultations.

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.

Please note:

- If you have identified adverse impact or discrimination that is illegal, you are required to take action to remedy this immediately.
- Additionally, if you have identified adverse impact that is justifiable or legitimate, you will need to consider what actions can be taken to mitigate its effect on those groups of people.

No negative impacts or barriers have been identified.

Summarise your findings and give an overview as to whether the policy will meet Charnwood Borough Council's responsibilities in relation to equality and diversity (please refer to the general duties on the front page).

The Statement of Community Involvement has been drafted with equalities considerations as a corporate priority. The policies contained apply to the public generally and are not intended to focus on any specific group. For plan-making the Council has committed to maintaining a mix of online and offline consultation methods and to make reasonable adjustments for equalities requests in line with the general equality duty. In all cases, and considering that planning issues can vary significantly depending on individual proposals, the general equality duty applies irrespective of the Statement of Community Involvement.

**Step 6- Monitoring, evaluation and review**

Are there processes in place to review the findings of this Assessment and make appropriate changes? In particular, how will you monitor potential barriers and any positive/ negative impact?

There is a legal requirement to review the Statement of Community Involvement every five years. The Council can also review the document at any time. Should unintended barriers become apparent, the Council is within its right to amend the document accordingly.

How will the recommendations of this assessment be built into wider planning and review processes? e.g. policy reviews, annual plans and use of performance management systems.

The Council will remain vigilant of equalities/access considerations in undertaking its planning functions. When the Statement of Community Involvement is next reviewed, equalities considerations at that point in time will inform the review.

**Step 7- Action Plan**

**Please include any identified concerns/actions/issues in this action plan:**  
**The issues identified should inform your Service Plan and, if appropriate, your Consultation Plan**

Reference Number	Action	Responsible Officer	Target Date
	None		

