

Meeting	POLICY DEVELOPMENT GROUP
Time/Day/Date	6.30 pm on Wednesday, 30 September 2015
Location	Council Chamber, Council Offices, Coalville
Officer to contact	Democratic Services (01530 454512)

All persons present are reminded that the meeting may be recorded and by attending this meeting you are giving your consent to being filmed and your image being used. You are kindly requested to make it known to the Chairman if you intend to film or record this meeting.

The Monitoring Officer would like to remind members that when they are considering whether the following items are exempt information under the relevant paragraph under part 1 of Schedule 12A of the Local Government Act 1972 they must have regard to the public interest test. This means that members must consider, for each item, whether the public interest in maintaining the exemption from disclosure outweighs the public interest in making the item available to the public.

AGENDA

Item	Pages
1. APOLOGIES FOR ABSENCE	
2. DECLARATION OF INTERESTS	
Under the Code of Conduct members are reminded that in declaring disclosable interests you should make clear the nature of that interest and whether it is pecuniary or non-pecuniary.	
3. PUBLIC QUESTION AND ANSWER SESSION	
To receive questions from members of the public under rule no.10 of the Council Procedure Rules. The procedure rule provides that members of the public may ask any question on any matter in relation to which the Council has powers or duties which affect the District, provided that three clear days' notice in writing has been given to the Head of Legal and Support Services.	
4. MINUTES	
To approve and sign the minutes of the meeting held on 1 July 2015.	3 - 6



5.	UPDATE OF THE COUNCIL'S CONSTITUTION	
	Report of the Head of Legal and Support Services	7 - 62
6.	HOUSING STRATEGY - OUTLINE DRAFT	
	Report of the Director of Housing	63 - 102
7.	HOUSING ASSET MANAGEMENT STRATEGY	
	Report of the Director of Housing	103 - 170
8.	ICT SERVICE UPDATE	
	Report of the Head of Finance	171 - 184
9.	PROCUREMENT STRATEGY	
	Report of the Head of Finance	185 - 192
10.	ITEMS FOR INCLUSION IN THE FUTURE WORK PROGRAMME	
	To consider any items to be included in the work programme. The plan of forthcoming Cabinet decisions and the current work programme are attached for information.	193 - 202

Circulation:

Councillor N Clarke
Councillor J Cotterill
Councillor J G Coxon
Councillor T Eynon
Councillor J Geary
Councillor D Harrison
Councillor V Richichi
Councillor A C Saffell
Councillor N Smith (Deputy Chairman)
Councillor M Specht (Chairman)

MINUTES of a meeting of the POLICY DEVELOPMENT GROUP held in the Council Chamber, Council Offices, Coalville on WEDNESDAY, 1 JULY 2015

Present: Councillor M Specht (Chairman)

Councillors R Adams (Substitute for Councillor N Clarke), R Canny (Substitute for Councillor A C Saffell), J Cotterill, J G Coxon, T Eynon, D Harrison, S McKendrick (Substitute for Councillor J Geary), V Richichi and N Smith

In Attendance: Councillors R Johnson and J Legrys

Officers: Mr D Gill, Mr G Jones and Mrs R Wallace

1. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors N Clarke, J Geary and A C Saffell.

2. DECLARATION OF INTERESTS

There were no declarations of interest.

3. PUBLIC QUESTION AND ANSWER SESSION

There were no questions received.

4. MINUTES

With regards to item 22 – Draft Revenue Budget Proposals and Capital Programmes 2015/16, Councillor R Adams referred to page seven and asked if the information requested by Sean Sheahan in relation to the Council's fleet of vehicles had been supplied. The Deputy Monitoring Officer believed that the information had been forwarded as requested but he would look into it.

It was moved by Councillor M Specht, seconded by Councillor J Coxon and

RESOLVED THAT:

The minutes of the meeting held on 7 January 2015 be approved and signed by the Chairman as a correct record.

5. DRAFT VALUE FOR MONEY STRATEGY FOR THE HOUSING SERVICE

The Director of Housing presented the report to Members.

In response to a question from Councillor N Smith, the Director of Housing explained that the main method of tenant participation in VfM issues was the Performance and Finance Working Group. This group put forward representatives to take part in the tender process, who then were involved in interviewing and assessing contractors, and the contract award process as a whole. Councillor N Smith went on to ask how tenants were made aware of the group. The Director of Housing responded that it was discussed at local Tenants Associations, referred to in the quarterly newsletters sent to all tenants and there was also a Resident Involvement Team within the Council.

Concerns were raised by Members regarding the lack of Member involvement within the strategy as they felt it was crucial. The Director of Housing agreed that there was no

specific reference to Member involvement and he would amend the strategy to reflect this before it was considered by Cabinet.

Councillor V Richichi expressed concerns regarding the criteria for ensuring value for money as he believed it would be very difficult to know if the Council was receiving true value for money. He asked if penalties were invoked if a contractor's work was unacceptable as he was aware that tenants were receiving compensation for poor work. The Director of Housing explained that value for money criteria was based on a balance of cost, quality and customer satisfaction. He reported that in the past some of the contracts had not been onerous enough on contractors, and there were sometimes no penalties; however this was something that was now changing and included in future contracts. He added that the Council often would not pay for poor workmanship and although compensation was paid, in some circumstances contractors would pay all or part of the claim.

In response to a further question from Councillor V Richichi, the Director of Housing confirmed that tenant's opinions were used as part of reviewing the work undertaken because if complaints were high and quality was low it would be a sign that contractors were not delivering value for money, and therefore their performance needed to be formally addressed.

Councillor D Harrison requested more information regarding the levels of compensation. He commented that he was happy with the strategy but believed that Members should have more involvement and asked if they could be made aware of residents within their wards that had made complaints. The Deputy Monitoring Officer advised that it would be inappropriate and unlawful under the Data Protection Act for officers to notify Members of complainants. The Director of Housing encouraged Members to attend the Tenants and Leaseholders Consultation Forum and their Local Tenants Associations as ways of getting involved further. He also reiterated his earlier comments and assured that Member involvement would be incorporated into the strategy before it was approved by Cabinet.

Councillor T Eynon concurred with Councillor V Richichi in that it was difficult to ascertain if the Council was actually getting true value for money, she believed it was a very managed strategy which had potential but had concerns regarding the underlying details. She also agreed that Members should have more involvement.

Councillor S Mckendrick asked what level of analysis was undertaken on the complaints received as this would help to measure value for money by means of service improvements. The Director of Housing explained that they used benchmarking and financial management to monitor spending. He explained that complaints were broken down and measured by service area but he was aware that further analysis needed to be developed to truly understand the results and implement learning.

In response to a question from Councillor S McKendrick, the Director of Housing reported that resident involvement was coordinated through Justin O'Brien and his team.

In response to a question from Councillor M Specht, the Director of Housing reported that any comments from the Tenants and Leaseholders Consultation Forum and the Performance and Finance Working Group would be reported to Cabinet on 21 July. The comments from the Policy Development Group would be incorporated into an amended Strategy within the next few days before being presented to Cabinet.

RESOLVED THAT:

The comments provided by the Committee be considered by Cabinet when it meets on 21 July to discuss the Value for Money Strategy for the Housing Service.

6. UPDATE OF THE COUNCIL'S CONSTITUTION

The Deputy Monitoring Officer presented the report to Members.

In response to a question from Councillor R Adams, the Deputy Monitoring Officer explained that as part of the full review of the Council's Constitution, the Policy Development Group would receive the report before it was approved by Council and due to the nature of the document, Members would receive a hard copy. The report would be considered by the Policy Development Group in September.

RESOLVED THAT:

The report be noted.

RECOMMENDED THAT:

That Council approve the updates to the Council's Constitution.

7. ITEMS FOR INCLUSION IN THE FUTURE WORK PROGRAMME

Consideration was given to the future work programme for the Policy Development Group.

After a lengthy discussion regarding Council's emails and the ICT service, Members requested that as an ICT Strategy document was currently being drafted, they would like to be included as part of the consultation before it was approved. Therefore it was agreed that it be added to the work programme.

Due to the recent issues with Section 106 money for health not being used by local General Practitioners as part of approved planning applications, Councillor T Eynon asked if the group could scrutinise the process and involve NHS England and Clinical Commissioning Groups. The Deputy Monitoring Officer explained that the difficulty was that the Council only held the money on behalf of the General Practitioners and could not enforce that it be used. He did suggest that Members look at the amount of money being held, the amount that was not being spent and what efforts were being made by officers to encourage General Practitioners to use the money. He also agreed to consult the Council's Constitution regarding the participation of NHS England and Clinical Commissioning Groups.

Councillor T Eynon also asked for an update on the development of the Community Involvement Strategy.

RESOLVED THAT:

The following items be put on the future work programme:

- a) The ICT Strategy
- b) Unspent Section 106 Money for local health services.

The meeting commenced at 6.30 pm

The Chairman closed the meeting at 7.30 pm

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NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

POLICY DEVELOPMENT GROUP – 30 SEPTEMBER 2015

Title of report	UPDATE OF THE COUNCIL'S CONSTITUTION
Contacts	<p>Councillor Nick Rushton 01530 412059 nicholas.rushton@nwleicestershire.gov.uk</p> <p>Chief Executive 01530 454500 christine.fisher@nwleicestershire.gov.uk</p> <p>Head of Legal and Support Services 01530 454762 elizabeth.warhurst@nwleicestershire.gov.uk</p>
Purpose of report	To seek Scrutiny's comments on and recommendation to Council on proposed amendments arising from the Annual Review of the Constitution
Reason for Decision	To comply with the Constitutional update procedure agreed by Council
Council Priorities	It covers all the priorities
Implications:	
Financial/Staff	None.
Link to relevant CAT	
Risk Management	A clear and up to date Constitution will minimise the risk of the Authority failing to comply with statutory requirements and assist in delivering its priorities and objectives.
Equalities Impact Screening	Not applicable.
Human Rights	Not applicable.
Transformational Government	Clear and robust governance arrangements and procedures assist with the effective and efficient delivery of services and proper decision making.

Comments of Head of Paid Service	The report is satisfactory.
Comments of Section 151 Officer	The report is satisfactory.
Comments of Deputy Monitoring Officer	As author of the report, the report is satisfactory.
Consultees	Statutory Officers. Head of Legal and Support Services. Director of Services Head of Finance
Background papers	None
Recommendations	THAT POLICY DEVELOPMENT GROUP NOTE AND COMMENT ON THE SUGGESTED AMENDMENTS TO THE CONSTITUTION AND RECOMMEND THEM TO COUNCIL FOR APPROVAL

1.0 BACKGROUND

1.1 Full Council regularly considers items relating to updates to the Constitution. The updates are generally required due to legislative and organisational changes or to clarify and improve processes within the Authority to reflect best practice. Members may recall that, in response to comments and suggestions made by members at Council, it was agreed that:

- (i) the Constitution underwent one main annual review - around the time of Annual Council;
- (ii) any remaining changes or matters arising after this date would be dealt with by way of one mid year review;
- (iii) further reviews or changes would only be suggested outside this process if legislation or national guidance required it;
- (iv) there was some “scrutiny” of the main annual review report whilst in draft and prior to its publication;
- (v) there would be informal consultation / engagement with members on the mid year and other reviews.

2.0 ROLE OF SCRUTINY

2.1 Where amendments are identified and proposed Policy Development Group are asked to consider the draft Council report and comment on the suggested amendments.

3.0 PROCESS OF REVIEW

- 3.1 As indicated at 1.1 above updates are generally required due to legislative and organisational changes or to clarify and improve processes within the Authority to reflect best practice.
- 3.2 Each year a survey of Officers is undertaken and they are invited to submit proposed amendments for consideration by the Monitoring Officer which arise from legislative changes, organisational changes or for reasons of business efficiency
- 3.3 In parallel with this process the Legal Services Team review any proposed legislation which is likely to require amendments to the constitution.

4.0 DISCUSSION

- 4.1 Members will recall that at the last meeting on 15 July 2015 the Deputy Monitoring Officer advised that the Monitoring Officer was considering whether it would be opportune to undertake a full review of the constitution (structure and content) to ensure that it reflects best practice.
- 4.2 The Deputy Monitoring Officer further advised that a software package had been sourced that would assist in that review and that he hoped to bring a completed re-draft to this committee.
- 4.3 Unfortunately that timescale has proved over optimistic and the full review of the constitution has yet to be completed.
- 4.4 A number of elements have been completed and there are a number of other amendments for which approval is sought which have arisen independently of the review.

5.0 CHANGES TO THE CONSTITUTION ARISING FROM THE REVIEW

Planning Code of Conduct

- 5.1 The current planning code of conduct is based on the Probity in Planning document first issued by the Local Government Association in 1997 with a national code issued in 2007. That code was subsequently amended in 2013 to reflect the changes introduced by the localism Act 2011.
- 5.2 Whilst the District Council's planning Code of Conduct has been amended over the years to reflect changes in guidance and legislation that has occurred on a piecemeal basis. The attached revised code has been subject to a comprehensive review which reflects current best practice and previously agreed local standards.
- 5.3 A copy of the proposed Planning Code of Conduct is attached as Appendix 1

Changes to Planning Delegations

- 5.4 The Director of Services has requested that members give consideration to amending a number of existing delegations to improve the efficiency and effectiveness of determining planning applications.

- 5.5 Currently applications for and on behalf of the Council (as a corporate body) for its own development are not referred to Planning Committee unless there is likely to be a major impact or objections have been received.
- 5.6 This is in contrast to applications received from serving Member's and officers and applications from former members, officers and respective co-habiting partners.
- 5.7 The Director of Services suggests that it would be appropriate for such applications to only be referred to Planning Committee where there is likely to be a major impact and or there have been objections to the application.
- 5.8 A suggested form of wording is attached as Appendix 2

Call-in of Planning Applications

- 5.9 The Director of Services has requested that in order to ensure that planning applications are determined within the government time scales; consideration is given to limiting the extent of the call in provisions contained within the constitution. There have recently been a number of occasions where call in has been requested in the public interest and yet there has been little if any engagement from the public in the subject matter of the application.
- 5.10 The Director considers that it would be beneficial if call in's under the weekly list procedure are limited to the Ward member whose ward is affected and that any such call in would need to be supported by both planning grounds and the public interest as opposed to the current position where either ground is sufficient.
- 5.11 A suggested form of wording is attached at Appendix 2.

Financial Procedure Rules

- 5.12 The software package referred to in Paragraph 4.2 above also includes an updated set of Financial Procedure Rules which have been reviewed by the Section 151 Officer (Head of Finance).
- 5.13 A copy of the updated rules are attached as Appendix 3 and the Section 151 officer asks members to consider adopting them.

Delegations Arising from Management Changes

- 5.14 The Chief Executive in her role as Head of Paid Service has identified the need for additional support at Director level and Members will be aware of the decision to appoint an interim Director of Resources for a period of 18 months.
- 5.15 In anticipation of a future appointment to this post (at the time of writing the post is currently out to advertisement) it is considered prudent to amend the Scheme of Delegation, any changes to take effect following ratification by full Council on 10 November.
- 5.16 Proposed amendments to the scheme of delegation are attached as Appendix 4.

5.9 - CODE OF PRACTICE FOR MEMBERS AND OFFICERS DEALING WITH PLANNING MATTERS

This Code of Practice supplements the Council's Code of Conduct for Members and where appropriate Members should refer to the Code of Conduct which is set out in the Council's Constitution. The Council's Monitoring Officer's advice may be sought on the interpretation of the Code of Conduct or this Code.

1. INTRODUCTION

- 1.1 Planning affects land and property interests, including the financial value of land and the quality of their settings. It is not an exact science. It is often highly contentious because decisions affect the daily lives of everyone and the private interests of members of the public, landowners and developers. Opposing views are often strongly held by those involved. A key role of the planning process is balancing the needs and interests of individuals and the community.
- 1.2 The planning system can only function effectively if there is trust among those involved. There must be trust between Members and Officers and between the public and the Council. The Third report of the Committee on Standards in Public Life (the Nolan Committee) (1997) recommended that each local authority's practices and procedures were set out in a local code of planning conduct to avoid allegations of malpractice in the operation of the planning system.
- 1.3 The general principles that underlie the Council's Code of Conduct for Members and apply to this Code of Practice are:
 - 1.3.1 Members should serve only the public interest and should never improperly confer an advantage or disadvantage on any person.
 - 1.3.2 Members should not place themselves in situations where their honesty or integrity may be questioned.
 - 1.3.3 Members should make decisions on merit.
 - 1.3.4 Members should be as open as possible about their actions and those of their authority, and should be prepared to give reasons for those actions.
 - 1.3.5 Members may take account of the views of others but should reach their own conclusions on the issues before them and act in accordance with those conclusions.
 - 1.3.6 Members should respect the impartiality and integrity of Officers.
- 1.4 The Council is committed to open, fair and transparent decision-making. Planning decisions should be made impartially, with sound judgement and for justifiable reasons.
- 1.5 This Code of Practice sets out practices and procedures that Members and Officers of the Council shall follow when involved in planning matters. Planning matters include the consideration of planning applications, the preparation of development plans and other planning policy and the enforcement of planning control.
- 1.6 Failure to follow this Code without good reason, could be taken into account in investigations into possible maladministration against the Council, or have implications

for the position of individual elected members and officers. Breaches of this Code may also amount to breaches of the Council's Code of Conduct for Members. If in doubt about what course of action to take, a member or officer should seek the advice of the Council's Monitoring Officer.

- 1.7 This Code of Practice sets out principles to guide members and officers in determining planning applications and making other decisions within the terms of reference of Planning Committee. Although of particular relevance to members of Planning Committee it applies to all members of the Council who may become involved in planning and development matters.
- 1.8 Members of Planning Committee are required to be impartial at all times and should refrain from wearing any item that indicates a political affiliation, stance, lobby or similar influence (such as clothing in party colours party, party emblems etc) in the course of site visits conducted by the planning committee. Similarly, members shall not make political statements whilst on any business concerned with the functions of Planning Committee.

2. THE ROLE AND CONDUCT OF MEMBERS AND OFFICERS

- 2.1 Members and Officers have different, but complementary roles. Both serve the public but Members are responsible to the electorate, while Officers are responsible to the Council as a whole.
- 2.2 The role of a member of the Planning Committee is to make planning decisions openly, impartially, with sound judgement and for justifiable reasons.
- 2.3 Whilst Members have a special duty to their ward constituents, including those who did not vote for them, their overriding duty is to the whole community. This is particularly pertinent to Members involved in making a planning decision. A key role of the planning system is the consideration of development proposals in the wider public interest.
- 2.4 Members' decisions shall not discriminate in favour of any individuals or groups and they alone have the responsibility to decide what view to take. Members must, therefore, consider all of the material issues in the light of Development Plan policies, Government advice and their own individual judgement and make a decision in the interests of the area as a whole.
- 2.5 Whilst Members should take account of all views expressed, they shall not favour any person, company, group or locality, nor put themselves in a position where they appear to do so.
- 2.6 Officers who are Chartered Town Planners are guided by the Royal Town Planning Institute's (RTPI) Code of Professional Conduct. Breaches of that code may be subject to disciplinary action by the Institute.
- 2.7 Officers in their role of advising Members shall provide:
 - 2.7.1 Impartial and professional advice;
 - 2.7.2 Consistency of interpretation of planning policy; and
 - 2.7.3 Complete written reports covering all necessary information for a decision to be made.

- 2.8 The Council endorses the statement in the RTPI code that, 'RTPI members shall not make or subscribe to any statements or reports which are contrary to their own professional opinions', and extends it to apply to all officers in the authority advising on planning matters.
- 2.9 That the Council may not always follow the advice of their professional planning officers is perfectly proper. The professional officer too, may have a change of opinion, but this must be on the basis of professional judgement, and not because an authority, it's Members or other Officers, have prevailed upon the Officer to put forward his or her professional view as something other than it really is. If the Planning Committee is minded to refuse or grant an application contrary to Officer recommendation, it should consider whether to defer the application to the next available committee, before making the final decision. This will allow Members to obtain further legal advice on the proposed reasons for acting contrary to the recommendation based on material planning considerations. If such a decision is made it must be clearly minuted, expressed clearly and be based upon sound planning reasons supported by evidence.
- 2.10 The Council shall have a designated head of the planning service, who is qualified for election to membership of the RTPI and who has direct access to elected members as their professional adviser on planning matters. Officers shall follow the guidance on their standards of conduct as set out in the Code of Conduct for Employees in the Council's Constitution and any National Code of Conduct for Local Government Officers issued by the Secretary of State under Section 82 of the Local Government Act 2000.
- 2.11 Members shall follow the advice in the Member's Code of Conduct about accepting gifts and hospitality. Members should treat with extreme caution any offer which is made to them personally; the normal presumption should be that such offers must be courteously declined. Similarly, officers shall politely decline offers of hospitality from people with an interest in a planning proposal. If receipt of hospitality is unavoidable, Officers shall ensure it is of a minimal level and declare it in the hospitality book as soon as possible.

3. **INTERESTS OF MEMBERS**

- 3.1 Where members have interests which may be thought likely to influence their decision, the fact should be declared at the meeting.
- 3.2 Where the interest is such that members of the public may feel that the member will not be able to approach matters with an open mind and consider the application on its planning merits, members should consider withdrawing from the Committee for that item.
- 3.3 These principles apply equally to members who are not members of Planning Committee. Members who have such interests should consider whether it is appropriate for them to participate in the planning process, and in any event, should declare such interest at any meeting which they may attend or in any letter which they may write.
- 3.4 Members should seek guidance from officers.
- 3.5 Members of Planning Committee and Officers who attend Planning Committee regularly must complete the Annual Return required for this purpose.
- 3.6 The Code of Conduct for Members provides guidance as to personal and prejudicial interests which may affect a member's ability to take part in the decision-making process. However, members may have other interests which may influence their decision which will not amount to personal or prejudicial interests for the purposes of the Code. In order to maintain the integrity of the planning system, members should be

careful to ensure that such interests do not unduly influence their decisions. Examples of such interests are:-

- 3.6.1 from ward concerns;
- 3.6.2 from membership of other Committees of the Council;
- 3.6.3 from membership of other public or community bodies;
- 3.6.4 from membership of voluntary associations and trusts (including where appointed by the Council);
- 3.6.5 from a connection with a particular policy initiative of the Council;
- 3.6.6 from membership of clubs, societies and groups; and
- 3.6.7 from hobbies and other leisure interests.

Such interests may mean that a Member is involved with a planning application before the matter comes before the Planning Committee. Such involvement need not on its own debar a member from participating in making the planning decision when the matter is considered by Planning Committee providing that the member has not already decided how they will vote on the matter before the Committee. Members should, however, always consider carefully whether in any particular case they could reasonably be seen to approach the planning merits of the application with an open mind. If the member considers that this is not possible, the member should withdraw from consideration of that item.

- 3.7 As a minimum, the integrity of the planning system requires openness on the part of members; it must operate fairly and be seen to operate fairly.

4. **DUAL-HATTED MEMBERS AND MEMBERS ON OTHER BODIES**

- 4.1 Planning Committee members who are members of parish or town councils may find they are expected to express a view at a parish or town council meeting, or vote on whether or not the parish or town council should object or comment on a proposal from that parish or town council's point of view.
- 4.2 They may then have to consider the same matter as a District Council member if it is determined by the Planning Committee.
- 4.3 Members are also appointed to outside public bodies or internal boards or groups, who may then act as consultees or interested parties and are of course permitted to join interest groups which reflect areas of interest such as a local civic society, CPRE, etc.
- 4.4 Where members have dual parish/town and District Council membership, or are members of other consultee bodies or interested parties, they may find themselves having to vote differently on a matter when they consider it at District level, having heard the technical and legal background from officers.
- 4.5 This is not inconsistency, but the consequence of having to fulfil totally separate and different roles.
- 4.6 Where members have dual parish/town council/District Council membership or sit on consultee bodies and issues come up for discussion at different levels, members can

take part at the lower/consultee level provided that they have not already made up their mind on the matter and are not biased, and they:

- a) make it clear at the lower level that their views are expressed on the limited information before them;
 - b) they will reserve their judgement and independence to make up their own mind on separate proposal, based on their overriding duty to the whole community and not just to the people in that area ward or parish, as and when it comes before the District and when they have heard all of the relevant information; and
 - c) they will not in any way commit themselves as to how they or others may vote when the proposal comes before the Planning Committee at District level.
- 4.7 Membership of a parish or town council, consultee body or pressure group (and participation in its debates and votes) will not constitute a Disclosable Interest in a matter within its area or upon which it may or may not have commented on when it is considered at District level unless:
- a) The business of being considered substantially affects the wellbeing or financial standing or purpose of the relevant body.
 - b) The member or the body has taken a leading role in supporting or opposing the matter, within the area or elsewhere.
- 4.8 In (a) or (b) above a member is likely to have a Disclosable Pecuniary Interest where the business relates to the financial position of the body or a planning application or matter made by or relating to it.
- 4.9 However, members must give the above careful consideration, and remain bound by the other parts of the Members' Code of Conduct and this Code in relation to the matter.
- 4.10 Members who are a trustee or company director of a body whose matter is under consideration and where appointed by the Council should always disclose this as a Disclosable Pecuniary Interest where any financial benefit may accrue.

Note: The above advice represents a pragmatic approach to the participation of dual-hatted members in planning matters. As members are aware, the risk under the Code of Conduct and declaration of interests rests with the individual member. For that reason, members are further advised to consider the facts of each case before making a decision on their level of participation. This is particularly important in controversial/high profile matters and/or where the member may play a prominent role in the determination at District level. If a member is in doubt they are reminded to seek advice from the Monitoring Officer at an early stage.

5. COUNCILLORS WHO ARE NOT MEMBERS OF THE COMMITTEE

- 5.1 Councillors who are not on the Planning Committee may make written representations to the Director of Services about a planning application in the same way that any other interested person may do so and may address the Planning Committee provided it would not constitute a Disclosable Pecuniary Interest or amount to a breach of any other obligations of the Code i.e., seeking to unduly influence the outcome of a planning application. For the avoidance of doubt where that interest is a Disclosable Pecuniary Interest, they are not permitted to participate in the planning process in their official capacity as a Councillor.

- 5.2 When a councillor who is not a member of the Planning Committee speaks at a meeting they shall disclose at the earliest opportunity any Disclosable Interest, the fact that they have been in contact with the applicant, agent, advisor or an interested party if this is the case, and make it clear whether they are speaking on behalf of such persons or any other particular interest. A councillor who has a Disclosable Non-Pecuniary Interest in a matter may attend a meeting of the Planning Committee at which that application is considered in order to speak, make representations, answer questions or give evidence in accordance with the Code of Conduct.
- 5.3 Any councillor who is not on the Planning Committee but who is at one of its meetings should sit separately from the Committee, so as to demonstrate clearly that they are not taking part in the discussion, consideration or vote.
- 5.4 They should not communicate in any way with members of the Planning Committee or pass papers or documents to them before or during the meeting.

6. **DEVELOPMENT PROPOSED BY THE COUNCIL OR A COUNCIL OWNED COMPANY**

- 6.1 Planning legislation allows the Council to submit and determine proposals for development that it proposes to carry out itself. Council owned companies also submit proposals that are decided by the Council.
- 6.2 Proposals submitted by the Council or a Council owned company shall be considered in the same way as those by private developers.
- 6.3 Members of the Planning Committee who sit on the board of a Council owned company which has submitted a planning proposal shall declare a personal and prejudicial interest and take no part in the discussion and determination of that proposal, except where they are the local Member when they may speak on matters of local concern but shall not vote.
- 6.4 Officers who are involved in the preparation of development proposals shall not advise on, or take any part in the consideration of, planning applications in respect of such proposals.

7. **DEVELOPMENT PROPOSALS SUBMITTED BY OR INVOLVING COUNCILLORS AND OFFICIALS IN THEIR PRIVATE CAPACITY**

- 7.1 Planning proposals submitted to their own Authority by councillors and officials in their private capacity or in which they are involved can give rise to suspicions of impropriety. Such proposals can take a variety of forms including planning applications and development plan proposals. It is, of course, perfectly legitimate for such proposals to be submitted. However, it is vital that they are handled in a way, which gives no grounds for accusations of favouritism, bias, or maladministration.
- 7.2 Officers whether or not they are members of the Royal Town Planning Institute (RTPI) should also have regard to and be guided by the RTPI's Code of Professional Conduct.
- 7.3 Should a member or officer submit their own proposal to the Authority in their private capacity they serve they must take no part in its processing. While they may properly seek pre-application advice from officers in exactly the same way as any other application, they must avoid all contact, whether direct or indirect, with members of the Planning Committee concerning the application. They can still represent their views to the Council, and seek to influence the decision in ways that are not improper. This could include:

- a) making written representations in the member or officer's private capacity;
 - b) using a professional representative on their behalf;
 - c) arranging for another member of the Authority to present the views of a member's constituent subject to that member's Code of Conduct obligations
- 7.4 For the sake of transparency in decision making, all planning applications submitted by a serving member or officer of the Council shall be determined by the Planning Committee. The Director of Services will notify the Monitoring Officer as soon as the application is received.
- 7.5 In addition, reasonable steps will be taken to ensure that applications submitted by:
- a) a person who has served as a member or officer of the Council in the five year period before the application was submitted; or
 - b) their respective co-habiting partners shall be determined by the Planning Committee.
- 7.6 Members of the Planning Committee must consider whether the nature of any relationship with the member (and/or officer) submitting the planning application requires that they make a declaration of interest and if necessary also withdraw from taking part in the determination of the application where the interest is a Disclosable Pecuniary Interest or is likely to breach some other obligation under the Code of Conduct.
- 7.7 No planning officer of the Council shall engage, other than on behalf of the Council, in any work on any town planning or related matter for which the Council is the local planning authority.
- 7.8 Members of Planning Committee should not act as agents or submit planning applications for other parties or voluntary bodies. To do so would give rise to the suspicion that the member was not impartial or may influence other members in the decision making process.
- 7.9 Any member who is a planning or similar agent will not be appointed to the Planning Committee.
- 7.10 Non Planning Committee members who act as agents (or advisors) for people pursuing a planning matter within the Authority must play no part in the decision making process for that proposal and must not seek to otherwise improperly influence the decision making process.
- 7.11 There may be occasions where the Council is the applicant for planning permission. Any councillor who was a party to the decision to apply for planning permission or who has previously expressed a view on the application shall not participate in the determination of the application by the Planning Committee.

8. **STATUTORY DUTIES**

The Council is also subject to a number of statutory duties which it must comply with when carrying out its statutory functions. These will apply to the planning function except when such matters are clearly immaterial because they are not capable of relating to the use of development land. Examples of these duties include:

8.1 **Equality Act 2010**

Section 149 provides that:

- 8.1.1 A council must, in the exercise of its functions, have due regard to the need to:-
- (a) eliminate discrimination, harassment, victimisation and any other conduct which is prohibited by or under the Equality Act 2010;
 - (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
 - (c) foster good relations between persons who share a protected characteristic and persons who do not share it.
- 8.1.2 The above powers relate to the following protected characteristics:-
- (a) Ages;
 - (b) Disability;
 - (c) Gender reassignment;
 - (d) Marriage and civil partnership;
 - (e) Pregnancy and maternity;
 - (f) Race (including colour, nationality and ethnic or national origins);
 - (g) Religion or belief;
 - (h) Sex; or
 - (i) Sexual orientation.

8.2 **Human Rights**

Section 6(1) of the Human Rights Act 1998 provides that:

“It is unlawful for a public authority to act [or fail to act] in a way which is incompatible with a Convention right.”

8.3 **Best Value**

Section 3(1) of the Local Government Act 1999 provides that:

“A best value authority must make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.”

8.4 **Crime and Order**

Section 17(1) of the Crime and Disorder Act 1998 provides that:

“Without prejudice to any other obligation imposed on it, it shall be the duty of a [local authority] to exercise its various functions with due regard to the likely effect of the

exercise of those functions on, and the need to do all that it reasonably can to prevent, crime and disorder in its area.”

9. **LOBBYING OF AND BY MEMBERS**

- 9.1 Lobbying is a normal and proper part of the political process. The applicant, supporters or those who may be affected by a proposal will often seek to influence the decision by an approach to their local member or members of a Planning Committee. However, reacting to lobbying can lead to the impartiality of a Member being called into question and require that Member to declare an interest.
- 9.2 The information provided by lobbyists is likely to represent an incomplete picture of the relevant considerations in respect of a planning matter. The views of consultees, neighbours and the assessment of the case by the planning officer all need to be considered before a Member is in a position to make a balanced judgement on the merits of the case. Members should provide officers with copies of any lobbying material they may have received, whether in favour or against a proposal.
- 9.3 The time for individual Members of the Planning Committee to make a decision on a proposal is at the committee meeting when all available information is to hand and has been duly considered.
- 9.4 A Planning Committee member shall be free to listen to a point of view about a planning proposal and to provide procedural advice (in particular referring the person to officers). Planning Committee members should take care about expressing an opinion indicating they have made up their mind before the decision-making meeting. To do so, without all the relevant information and views, would be unfair and prejudicial. A decision is at risk of being challenged if members do not retain open minds and are not genuinely susceptible to persuasion at the decision-making meeting. Members who are lobbied should:
 - 9.4.1 make clear that they reserve their final decision on a proposal until the committee meeting;
 - 9.4.2 only give procedural advice;
 - 9.4.3 consider referring those lobbying to the relevant Officer who can provide further advice; and
 - 9.4.4 not seek to meet an applicant or potential applicant alone.
- 9.5 Members of the Planning Committee shall not, in general, organise support or opposition for a proposal, or lobby other Members (other than when addressing the Planning Committee). Members shall not put pressure on officers for a particular recommendation.
- 9.6 The local Member who is not a member of the Planning Committee will be allowed to attend and speak at the decision-making meeting (either presenting their own views if they are an affected party or representing the views of their ward members) but not vote. The member of an adjacent ward substantially affected by the proposal shall, at the discretion of the chair of the Planning Committee, be allowed to attend and speak but not vote. A local Member who has a personal or prejudicial interest in an application, within the meaning of the Code of Conduct should seek prior advice from the Monitoring Officer about his or her position.

- 9.7 If a member of the Planning Committee identifies himself or herself with group or individual campaigning for or against an application, he or she shall declare a personal and prejudicial interest and not vote or decide on the matter. However, subject to the rules of committee that Member shall be given the opportunity to address the Committee and must leave the meeting as soon as they have spoken and not return until a decision has been made by Committee.
- 9.8 Members of a Planning Committee must be free to vote as they consider appropriate on planning matters. A Member cannot be instructed how to exercise their vote on a planning matter.
- 9.9 Members should inform the Monitoring Officer where they feel they have been exposed to undue or excessive lobbying or approaches (including inappropriate offers of gifts or hospitality), who will in turn advise the appropriate Officers.

10. PRE- AND POST- APPLICATION DISCUSSIONS AND NEGOTIATIONS

- 10.1 Discussions between an applicant and a planning authority, prior to the submission of an application can be of considerable benefit to both parties and is encouraged. Continued discussions and negotiations between these parties, after the submission of proposals, is a common and important facet of the planning process. However, they should take place within clear guidelines, as follows.
- 10.2 It should always be made clear at the outset that the discussions will not bind the Council to making a particular decision and that any views expressed are those of the Officer only, and are provisional.
- 10.3 Advice should be consistent and based upon the Development Plan and material considerations. There should be no significant difference of interpretation of planning policies by individual planning officers.
- 10.4 A written note should be made of all potentially contentious meetings. Two or more officers should attend potentially contentious meetings. A note should also be taken of potentially contentious telephone discussions.
- 10.5 Members need to preserve their role as impartial decision makers and should not take part in pre- or post- submission discussions and negotiations with applicants regarding development proposals. Should there be occasions when Members are involved, it should be part of a structured arrangement with Officers, including a senior planning officer. Members must avoid indicating the likely decision on an application or otherwise committing the authority during contact with applicants.
- 10.6 Members may receive information from applicants and give information to applicants and Members of the public but, to safeguard their impartiality, they should maintain a clear distinction between receiving information and negotiating. Any information received by Members should be provided to the officers dealing with the application. Members who are approached for planning, procedural or technical advice should refer the applicant to the relevant officer.

11. OFFICER REPORTS TO COMMITTEE

- 11.1 The Head of Planning and Regeneration will submit written reports to the appropriate Planning Committee on planning applications to be determined by the Council. The reports will give the background to the application including any relevant planning history of the site, a description of the proposals and their likely effects, and the relevant

Development Plan and Government policy considerations, together with any other material considerations. Where a planning application requires an environmental impact assessment the Head of Planning and Regeneration shall include in his/her report a summary of the environmental statement, comments by bodies consulted and representations from members of the public together with his/her own comments. The reports will include a summary of representations made about the application. The Head of Planning and Regeneration in his/her report will give a reasoned assessment of the proposals and a justified recommendation.

- 11.2 Oral reports (except to present and update a report) should be extremely rare and fully minuted when they do occur.
- 11.3 The Head of Planning and Regeneration will have available for inspection by members the full planning application, environmental statement (where required) and representations from bodies consulted and members of the public.

12. **PLANNING CONSIDERATIONS**

- 12.1 Planning decisions should be made on planning considerations and should not be based on immaterial considerations.
- 12.2 Members of Planning Committee should attend training sessions which may be organised from time to time. All other members are encouraged to attend.
- 12.3 Planning legislation, as expanded by Government Guidance and decided cases, defines which matters are material considerations for the determination of planning decisions. There is much case law on what are material planning considerations. The consideration must relate to the use and development of land.
- 12.4 Briefly, at the date of the preparation of this Protocol, material planning considerations include:-
 - 12.4.1 Government Guidance (contained in such documents as Circulars, National Planning Policy Framework , National Planning Policy Guidance , Mineral Policy Guidance Notes, Planning Policy Statements and Ministerial announcements);
 - 12.4.2 Supplementary Planning Documents adopted by any related Committee;
 - 12.4.3 non-statutory planning policies adopted by the Council;
 - 12.4.4 the statutory duty to pay special attention to the desirability of preserving or enhancing the character or appearance of conservation areas;
 - 12.4.5 the statutory duty to pay special attention to the desirability of preserving a listed building or its setting or any features of special architectural or historic interest which it possesses;
 - 12.4.6 representations made by statutory consultees and other persons making representations in response to the publicity given to applications, to the extent that they relate to planning matters;
 - 12.4.7 planning obligations (given unilaterally or by way of agreement) under section 106 of the Town and Country Planning Act 1990.
 - 12.4.8 If deliberate unauthorised development has taken place

- 12.5 it should, however, be noted that the risk of costs being awarded against the Council on appeal is not itself a material planning consideration.
- 12.6 It is the responsibility of officers in preparing reports and recommendations to members to identify the material planning considerations and warn members about those matters which are immaterial planning decisions.
- 12.7 Personal considerations and purely financial considerations are not on their own material; they can only be material in exceptional situations and only in so far as they relate to the use and development of land – such as, the need to raise income to preserve a listed building which cannot otherwise be achieved.
- 12.8 The planning system does not exist to protect private interests of one person against the activities of another or the commercial interests of one business against the activities of another. The basic question is not whether owners and occupiers of neighbouring properties or trade competitors would experience financial or other loss from a particular development, but whether the proposal would unacceptably affect amenities and the existing use of land and buildings which ought to be protected in the public interest.
- 12.9 Local opposition or support for a proposal is not in itself a ground for refusing or granting planning permission, unless that opposition or support is founded upon valid planning reasons which can be substantiated.
- 12.10 It will be inevitable that all the considerations will not point whether to grant or refusal. Having identified all the material planning considerations and put to one side all the immaterial considerations, members must come to a carefully balanced decision which can be substantiated, if challenged on appeal.

13. THE DECISION MAKING PROCESS

- 13.1 Members shall recognise that the law requires that where the Development Plan is relevant, decisions should be taken in accordance with it, unless material considerations indicate otherwise.
- 13.2 Where an environmental impact assessment is required, the Planning Committee shall take the information provided in the report into consideration when determining the application.
- 13.3 If the report's recommendation is contrary to the provisions of the Development Plan, the material considerations which justify this must be clearly stated.
- 13.4 Where the Planning Committee decide to adopt the recommendation of the Head of Planning and Regeneration, the reasons contained in his/her report will be minuted, together with any additional reasons determined by the Committee.
- 13.5 Where the Planning Committee is minded to approve or to refuse a planning application, contrary to the recommendation of the Head of Planning and Regeneration, (having first considered whether to defer the application), agreement shall be reached at the meeting on the planning reasons for that decision. They shall be fully minuted by the Head of Legal and Support Services.
- 13.6 The reasons for Committee's decision to defer any proposal should also be recorded.

14. SITE VISITS BY THE COMMITTEE

- 14.1 A site visit may be held if the Head of Planning and Regeneration in consultation with Chair of the relevant committee considers it will assist members in reaching their decision. This would be, for example, where the impact of the proposed development is difficult to visualise from plans and supporting material. Members should try to attend site visits organised by the Council where possible.
- 14.2 Site visits will be organised in accordance with the following procedures:
- 14.2.1 The Head of Legal and Support Services will invite the local Member to site visits. Where a proposal would have significant direct impact upon an adjacent electoral division, at the discretion of the Chair of the relevant Planning Committee the local Member for the adjacent division will also be invited.
- 14.2.2 The role of the applicant during a site visit shall only be to secure access to the site in accordance with health and safety provisions. The applicant shall not participate in any discussions on site but may be asked to provide factual information.
- 14.2.3 Objectors will not normally be invited to attend a site visit or participate in any discussions on site.
- 14.2.4 On assembling at the site, at the time specified, the Chair will explain the purpose and procedures of the site visit so that all are aware that it is a fact finding exercise only and that no decision will be taken until the committee meeting. The Head of Planning and Regeneration, or his/her representative, will explain the application as it relates to the site and relevant viewpoints. Following any questions to the Head of Planning and Regeneration, or clarification sought on matters which are relevant to the site inspection, the Chair will bring the site visit to a close.
- 14.2.5 When a site visit is held prior to the meeting of the Planning Committee it is desirable that all members attending the Planning Committee should also attend the site visit. Members voting on a planning application without having attended the visit to the particular site may give the impression that they have not taken the opportunity to be fully informed about the application. Information gained from the site visit should be reported back to committee so that all members have the same information.
- 14.3 Members should not enter a site which is subject to a proposal other than as part of an official site visit, even in response to an invitation, as this may give the impression of bias unless you feel it is essential for you to visit the site other than through attending the official site visit and you have first spoken to the Head of Planning and Regeneration about your intention to do so and why (which will be recorded on file) and you can ensure you will comply with these good practice rules on site visits.

15. REPRESENTATIONS ON PLANNING APPLICATIONS

- 15.1 Wherever possible, objections or representations to planning applications should be made in writing. Written representations received will be made available for public inspection and objections summarised and reported to the Planning Committee Members will be given the opportunity to inspect all letters received before the decision on the application is made.

15.2 There will be occasions when applicants or objectors, or both, may wish to make representations in person to the Planning Committee. In such circumstances the following procedure will apply:

- 15.2.1 The applicant will be informed that the application and all supporting documents will be taken into account. The objectors will be informed that their written representations will be taken into account. Both the applicant and the objectors will also be informed that they have the right to attend the Committee and make representations in person. They will be asked to indicate whether they wish to do this and, if so, they will be invited to the meeting at which the decision is to be made. They must register to speak at the meeting by 12.00 noon on the last working day prior to the meeting and if they fail to do so they will not be allowed to speak unless the Chair exercises his discretion to permit them to do so. People wishing to speak at Planning Committee cannot hand out documentation to members of the Committee. Photographs may be handed out provided that a minimum of 20 copies have been delivered to the Council by 12.00 noon on the last working day prior to the meeting. Speakers can also use the Council's IT system to make electronic submissions to the Committee provided that the submission is delivered to the Council by 12.00 noon at the latest on the last working day prior to the meeting.
- 15.2.2 Each group of speakers (objectors and supporters) will be allowed a maximum of three minutes to address the committee. In the event that more than one person wishes to speak for or against a proposal the time will be divided. Groups of speakers will be encouraged to appoint a spokesperson.
- 15.2.3 At the meeting the Head of Planning and Regeneration will present his/her report first.
- 15.2.4 The objectors will make their representations, subject to a time limit of 3 minutes (except at the discretion of the Chair), and may be asked questions by the Committee.
- 15.2.5 The applicant will then make his or her representations, subject to a time limit of 3 minutes (except at the discretion of the Chair), and may be asked questions by the Committee.
- 15.2.6 Where the Chair exercises their discretion to extend the time limit for either the objectors or the applicant, then similar provision shall be made for the other parties (should they so wish) to ensure that all parties receive a fair hearing.
- 15.2.7 Officers may comment on the representations and the merits of the application
- 15.2.8 The Committee will proceed to debate the application and make a decision. The minute will include the reasons for the decision.

16. **REVIEW OF DECISIONS**

16.1 The Audit Commission's Report, 'Building in Quality', recommended that elected members should visit a sample of implemented planning permissions to assess the quality of decisions. This can improve the quality and consistency of decision-making and help with reviews of planning policy.

17. **VISITS TO APPLICATION SITES PREVIOUSLY CONSIDERED BY THE COUNCIL SHALL BE ORGANISED BY THE HEAD OF PLANNING AND REGENERATION AND SHALL BE OPEN TO ALL MEMBERS TO ATTEND. TRAINING**

17.1 Members should not participate in decision-making at meetings dealing with planning matters if they have not attended the mandatory planning training prescribed by the Council.

17.2 Members should endeavour to attend any other specialised training sessions provided since these will be designed to extend Members' knowledge of planning law, regulations, procedures, Codes of Practice and the Development Plans beyond the minimum referred to above and thus assist you in carrying out your role properly and effectively.

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4. PLANNING COMMITTEE

Membership: Seventeen councillors

Quorum: Five councillors

Functions	Matters Reserved for a Decision
<p>The determination of all non-executive decisions under the Planning Acts including all planning applications and applications for advertisement consent, listed building consent and conservation area consent is delegated to the Director of Services except where:</p>	<p>(a) The application is contrary to the provisions of an approved or draft development plan policy and is recommended for permission, and in the opinion of the Director of Services the application is likely to:</p> <ul style="list-style-type: none"> (i) be potentially controversial, or (ii) be of significant public interest, or (iii) have a significant impact on the environment, or (iv) raise matters which should be referred to the Planning Committee.
	<p>(b) The application is submitted by or on behalf of the Council for its own development, except for the approval of development which is unlikely to have any major impacts and to which no objections have been received.</p>
	<p>(c) A legal agreement (S106 or similar) is required except in the case of minor non-contentious agreements or minor amendments to existing legal agreements.</p>
	<p>(d) A ward member has notified the Director of Services in writing or by e-mail within 3 weeks of the publication of the weekly list that</p>

Functions	Matters Reserved for a Decision
	<p>the application should be determined by the Planning Committee, and</p> <p>(i) the notification is supported by one or more planning grounds, <u>and</u></p> <p>(ii) where the item relates to a matter of local concern.</p> <p>Provided that this “call-in” shall not be exercised by any member with a Disclosable Pecuniary interest.</p>
	<p>(e) The details of an intended delegated decision on any application where material planning representations have been received in conflict with that recommendation have been circulated to the ward councillors concerned and to the Chairman of the Planning Committee, and</p> <p>(i) the ward councillor(s) has advised the Director of Services that he/she wishes the matter to be referred to the Planning Committee stating the reason for the request, and has confirmed that request and the reasons for it in writing within 5 working days of the list being sent out, and</p> <p>(ii) the Director of Services, in consultation with the Chairman of the Planning Committee decides that the application should be referred to the Planning Committee.</p>
	<p>(f) The application is submitted by:</p> <ul style="list-style-type: none"> • a serving member or officer of the Council; <p><u>except for the approval of</u></p>

Functions	Matters Reserved for a Decision
	<p><u>development which is unlikely to have any major impacts and to which no objections have been received.</u></p> <p>Reasonable steps will also be taken to ensure Planning Committee considers applications submitted by:</p> <ul style="list-style-type: none"> • a person who has served as a member or officer of the Council in the five year period before the application was submitted, or their respective co-habiting partners. <p><u>except for the approval of development which is unlikely to have any major impacts and to which no objections have been received.</u></p>
	<p>(g) The Director of Services refers any matter (under paragraph 2(iii) of the Scheme of Delegations set out in Section 7 below) including any consultation on an executive function, subject to the response being agreed with the relevant portfolio holder or agreed by Cabinet.</p>
<p>Making orders to revoke or modify planning permissions, to impose conditions to remove buildings or repair listed buildings.</p>	<p>All matters reserved.</p>
<p>Making tree preservation orders.</p>	<p>To consider objections or other representations.</p>
<p>Serving Building Preservation Notices or Listed Building Repair Notices.</p>	<p>All matters reserved except where necessary to serve a notice in an emergency.</p>

Functions	Matters Reserved for a Decision
Public Footpath Orders under the Town and Country Act 1990.	To determine matters referred to it following the receipt of objections or other representations.
Footpath Diversion Orders under the Highways Act 1980.	To determine matters referred to it following the receipt of objections or other representations.

1. **INTRODUCTION**

1.1 **What are Financial Procedure Rules?**

- 1.1.1 Section 151 of the Local Government Act 1972 states that “every authority shall make arrangements for the proper administration of their financial affairs and shall secure that one of their officers has responsibility for the administration of those affairs.
- 1.1.2 Financial Procedures provide the framework for managing the Council’s financial affairs. Financial Procedures are supported by more detailed Financial Management Standards which set out how the procedures will be implemented. These are listed in Appendix A.
- 1.1.3 The procedures identify the financial responsibilities of the full Council, the Cabinet and officers.
- 1.1.4 To avoid the need for regular amendment due to changes in post
 - (a) titles generic terms are included for officers as follows:
 - (b) The term, “Chief Finance Officer,” refers to the Section 151 Officer who is currently the Head of Finance.
 - (c) The term, “Chief Officers”, refers to the Council’s Chief Executive, and Directors.
 - (d) The term, “Monitoring Officer”, refers to the Head of Legal and Support Services.
 - (e) The term, “Chief Internal Auditor”, refers to the Senior Auditor.

1.2 **Why are they important?**

- 1.2.1 To conduct its business effectively, the Council needs to ensure that sound financial management arrangements are in place and that they are strictly adhered to in practice. Part of this process is the establishment of Financial Procedures which set out the financial responsibilities of the Council. These procedures have been devised as a control to help the Council manage its financial matters properly in compliance with all necessary requirements.
- 1.2.2 Good, sound financial management is a key element of Corporate Governance which helps to ensure that the Council is doing the right things, in the right way, for the right people, in a timely, inclusive, open, honest and accountable manner.
- 1.2.3 Good financial management secures value for money, controls spending, ensures due probity of transactions and allows decisions to be informed by accurate accounting information.
- 1.2.4 Good financial management requires secure and reliable records and systems to process transactions and information and substantiate the effective use of public money.

- 1.2.5 Financial Procedures should not be seen in isolation, but rather as part of the overall regulatory framework of the Council as set out in this Constitution.

1.3 **Who do Financial Procedures apply to?**

- 1.3.1 Financial Procedures apply to every member and officer of the Council and anyone acting on its behalf. Members and officers have a general responsibility for taking reasonable action to provide for the security and use of the resources and assets under their control, and for ensuring that the use of such resources and assets is legal, is consistent with Council policies and priorities, is properly authorised, provides value for money and achieves best value.
- 1.3.2 These Financial Procedures shall apply in relation to any partnership for which the Council is the accountable body, unless the Council expressly agrees otherwise.
- 1.3.3 Failure to observe Financial Procedures may result in action under the Council's disciplinary procedures.

1.4 **Who is responsible for ensuring that they are applied?**

- 1.4.1 Chief Officers and Heads of Service are ultimately responsible to the Council for ensuring that Financial Procedures are applied and observed by his/her staff and contractors providing services on the Council's behalf and for reporting to the Chief Finance Officer any known or suspected breaches of the procedures.
- 1.4.2 The Chief Finance Officer is responsible for maintaining a continuous review of the Financial Procedures and submitting any additions or changes necessary to the Council for approval. The Chief Finance Officer is also responsible for reporting, where appropriate, breaches of the Financial Procedures to the Council and/or to the Executive Members.
- 1.4.3 The Chief Finance Officer is responsible for issuing advice and guidance to underpin the Financial Procedures which Members, Chief Officers and others acting on behalf of the Council are required to follow.
- 1.4.4 Any person charged with the use or care of the Council's resources and assets should inform him or herself of the Council's requirements under these Financial Procedure Rules. If anyone is in any doubt as to their obligations, then they should seek advice.
- 1.4.5 Where any Chief Officer considers that complying with Financial Procedures in a particular situation might conflict with the achievement of value for money or the principles of Best Value or the best interests of the Council, he/she shall raise the issue with the Chief Finance Officer who will, if he/she considers necessary and appropriate, seek formal approval from the Council for a specific waiver of the procedures, or an amendment to the procedures themselves.

1.5 FINANCIAL REGULATION A: FINANCIAL MANAGEMENT

INTRODUCTION

- A.1** Financial management covers all financial accountabilities in relation to the running of the Authority, including the policy framework and budget.

THE FULL COUNCIL

- A.2** The full Council is responsible for adopting the Authority's Constitution and Members' Code of Conduct and for approving the policy framework and budget within which the Cabinet operates. It is also responsible for approving and monitoring compliance with the Authority's overall framework of accountability and control. The framework is set out in its constitution. The full Council is also responsible for monitoring compliance with the agreed policy and related Cabinet decisions.
- A.3** The full Council is responsible for approving procedures for recording and reporting decisions taken. This includes those key decisions delegated by and decisions taken by the Council and its Boards. These delegations and details of who has responsibility for which decisions are set out in the constitution.

THE CABINET

- A.4** The Cabinet is responsible for proposing the policy framework and budget to the full Council, and for discharging executive functions in accordance with the policy framework and budget.
- A.5** Cabinet decisions can be delegated to a sub-committee of the Cabinet, an individual Cabinet member or members or an officer
- A.6** Where A.5 occurs, the Cabinet is responsible for establishing protocols to ensure that individual Cabinet members consult with relevant officers before taking a decision within his, her or their delegated authority. In doing so, the individual member must take account of legal and financial liabilities and risk management issues that may arise from the decision.

SCRUTINY COMMITTEES

Policy Development Group

- A.7** The Policy Development Group is responsible for scrutinising executive decisions before or after they have been implemented and for holding the

Cabinet to account. The Policy Development Group is also responsible for making recommendations on future policy options and for reviewing the general policy and service delivery of the Authority.

Audit and Governance Committee

- A.8** The Audit and Governance Committee is established by the full Council and is responsible for promoting and maintaining high standards of conduct amongst councillors. In particular, it is responsible for advising the council on the adoption and revision of the Members' Code of Conduct, and for monitoring the operation of the code. It may also make recommendations to the full Council on the council's constitution.

Other Regulatory Committees

- A.9** Planning and licensing are not executive functions but are exercised through the multiparty Planning and Licensing Committees under powers delegated by the full Council. The Planning and Licensing Committees report to the full Council.

THE STATUTORY OFFICERS

Head of the Paid Service (Chief Executive)

- A.10** The Head of the Paid Service is responsible for the corporate and overall strategic management of the Authority as a whole. He or she must report to and provide information for the Cabinet, the full Council, the Policy Development Group and other Committees. He or she is responsible for establishing a framework for management direction, style and standards and for monitoring the performance of the organisation. The Head of the Paid Service is also responsible, together with the Monitoring Officer, for the system of record keeping in relation to all the full Council's decisions (see below).

Monitoring Officer

- A.11** The Monitoring Officer is responsible for promoting and maintaining high standards of financial conduct and therefore provides support to the Audit and Governance Committee. The Monitoring Officer is also responsible for reporting any actual or potential breaches of the law or maladministration to the full Council and/or to the Cabinet, and for ensuring that procedures for recording and reporting key decisions are operating effectively.
- A.12** The Monitoring Officer must ensure that executive decisions and the reasons for them are made public. He or she must also ensure that council members are aware of decisions made by the Cabinet and of those made by officers who have delegated executive responsibility.

- A.13** The Monitoring Officer is responsible for advising all councillors and officers about who has authority to take a particular decision.
- A.14** The Monitoring Officer is responsible for advising the Cabinet or full Council about whether a decision is likely to be considered contrary or not wholly in accordance with the policy framework.
- A.15** The Monitoring Officer, together with the Chief Executive, is responsible for advising the Cabinet or full Council about whether a decision is likely to be considered contrary or not wholly in accordance with the budget. Actions that may be 'contrary to the budget' include:
- initiating a new policy
 - committing expenditure in future years to above the budget level
 - incurring transfers contrary to virement rules and limits
 - causing the total expenditure financed from council tax, grants and corporately held reserves to increase, or to increase by more than a specified amount.
- A.16** The Monitoring Officer is responsible for maintaining an up-to-date constitution.

Head of Finance (See A Statement on the Role of the Finance Director in Local Government (CIPFA, 1999))

- A.17** The Head of Finance has statutory duties in relation to the financial administration and stewardship of the Authority. This statutory responsibility cannot be overridden. The statutory duties arise from:
- Section 151 of the Local Government Act 1972
 - The Local Government Finance Act 1988
 - The Local Government and Housing Act 1989
 - The Accounts and Audit Regulations 2011.
- A.18** The Head of Finance is responsible for:
- the proper administration of the Authority's financial affairs;
 - setting and monitoring compliance with financial management standards;
 - advising on the corporate financial position and on the key financial controls necessary to secure sound financial management;
 - providing financial information;

preparing the revenue budget and capital programme
treasury management.

A.19 The Head of Finance shall:

(i) report to the Cabinet with respect to the level of financial resources estimated to be available in each financial year;

(ii) report to the Cabinet quarterly with an annual outturn on the Council's financial position and performance;

(iii) report to the Cabinet in respect of the Medium Term Financial Strategy.

A.20 Section 114 of the Local Government Finance Act 1988 requires the Chief Finance Officer to report to the full Council, Cabinet and External Auditor if the Authority or one of its officers:

has made, or is about to make, a decision which involves incurring unlawful expenditure;

has taken, or is about to take, an unlawful action which has resulted or would result in a loss or deficiency to the Authority;

is about to make an unlawful entry in the Authority's accounts.

Section 114 of the 1988 Act also requires:

the Chief Finance Officer to nominate a properly qualified member of staff to deputise should he or she be unable to perform the duties under Section 114 personally

the Authority to provide the Chief Finance Officer with sufficient staff, accommodation and other resources - including legal advice where this is necessary - to carry out the duties under Section 114.

OTHER OFFICERS

Team Managers

A.21 The Chief Executive, Directors, Heads of Service and Team Managers are responsible for ensuring that Cabinet members are advised of the financial implications of all proposals and that the financial implications have been agreed by the Head of Finance.

A.22 It is the responsibility of Team Managers to consult with the Head of Finance and seek approval on any matter liable to affect the Authority's finances materially, before any commitments are incurred

- A.23** Team Managers are responsible for the control and accountability of resources consumed and generated by their service areas.

OTHER FINANCIAL ACCOUNTABILITIES

Virement

- A.24** The full Council is responsible for agreeing procedures for virement of expenditure between budget headings.
- A.25** When a proposal arises to spend money or forego income from a budget area where an underspending would otherwise occur and the overall net expenditure of a Service Area is not altered by such changes this may be approved by the relevant Director/Head of Service/Team Manager in consultation with the Head of Finance.
- A.26** Where in exceptional or unexpected circumstances a Directorate is faced with a material increase in its net expenditure, which cannot reasonably be contained within its resource allocation figure for the year, the Chief Executive or Directors must (wherever possible, prior to incurring the expenditure) submit a request to Cabinet for a supplementary estimate to cover the additional expenditure. The Cabinet will also decide how the expenditure will be funded, e.g. from revenue, loan or otherwise.
- A.27** The Chief Executive, Directors and Heads of Service shall monitor revenue expenditure and the Asset Management Group (Capital Working Party) shall monitor Capital expenditure on a regular basis. Significant matters will be reported to the Cabinet as necessary.

Treatment of Year-end Balances

- A.28** The full Council is responsible for agreeing procedures for carrying forward under and overspendings on budget headings.

Accounting Policies

- A.29** The Head of Finance is responsible for selecting accounting policies and ensuring that they are applied consistently.

Accounting Records and Returns

- A.30** The Head of Finance is responsible for determining the accounting procedures and records for the Authority.

The Annual Statement of Accounts

- A.31** The Head of Finance is responsible for ensuring that the annual statement of accounts is prepared in accordance with the Code of Practice on Local

Authority Accounting in the United Kingdom: A Statement of Recommended Practice (CIPFA/LASAAC). The full Council is responsible for approving the annual statement of accounts.

FINANCIAL REGULATION B: FINANCIAL PLANNING

INTRODUCTION

B.1 The full Council is responsible for agreeing the Authority's policy framework and budget, which will be proposed by the Cabinet. In terms of financial planning, the key elements are:

the corporate plan;

the budget;

the capital programme.

POLICY FRAMEWORK

B.2 The full Council is responsible for approving the budget and policy framework (which is detailed at Part 2, Article 4 and Part 4, Item 4.3 in the constitution).

B.3 The full Council is also responsible for approving procedures for agreeing variations to approved budgets, plans and strategies forming the policy framework and for determining the circumstances in which a decision will be deemed to be contrary to the budget or policy framework. Decisions should be referred to the full Council by the Monitoring Officer.

B.4 The full Council is responsible for setting the level at which the Cabinet may reallocate budget funds from one service to another. The Cabinet is responsible for taking in-year decisions on resources and priorities in order to deliver the budget policy framework within the financial limits set by the Council.

Preparation of the Council's Delivery Plan

- B.5** The Head of the Paid Service is responsible for proposing the Delivery Plan to the Cabinet for consideration before its submission to the full Council for approval.

BUDGETING

- B.6** The Head of Finance shall report annually to the Cabinet the details of capital and revenue estimates for all the council's functions. He or she shall prepare and update annually a three-year rolling revenue budget forecast. Each year the Cabinet shall consider and recommend, based on corporate priorities, the strategic allocation of resources to services and submit a report to Council.

- B.7** The format and timescale of the estimates shall be determined by the Head of Finance. It is the responsibility of the Directors, Heads of Service and Team Managers to ensure that budget estimates reflecting agreed service plans are submitted to the Head of Finance and that these are prepared and submitted as directed by the Head of Finance.

Budget Monitoring and Control

B.8

- (a) The Chief Executive, Head of Finance, Directors, Heads of Service and Team Managers shall:
- (i) only incur revenue expenditure where there is an approved budget provision in that financial year;
 - (ii) only incur capital expenditure where that project is in the Council's capital programme as applied to that financial year;
- (b) The Head of Finance is responsible for providing appropriate financial information to enable budgets to be monitored effectively. He or she must monitor and control expenditure against budget allocations and report to the Cabinet on the overall position on a regular basis.

- (c) It is the responsibility of Team Managers to control income and expenditure within their area and to monitor performance, taking account of financial information provided by the Head of Finance. They should report on variances within their own areas. They should also take any action necessary to avoid exceeding their budget allocation and alert the Head of Finance to any problems.

Budgetary Control - Capital

B.9 In addition to B8 above, the following Financial Regulations shall apply:

- (a) whenever a new capital project is considered desirable, the Chief Executive or Directors shall (after submitting the project (with a Project Benefit Analysis) to the Asset Management Group and Corporate Leadership Team) submit the project to the Cabinet which shall, after considering advice from the Head of Finance (to include the implications of the Prudential Code if applicable and any current and future revenue implications) and other appropriate officers, make recommendations to the Council as to its acceptance or otherwise, indicating where appropriate its inclusion on the Long Term Capital Projects List and the level of priority for its implementation;
- (b) subject to (c) below, approval by Council of the Capital Programme shall be a prerequisite for the commencement of a project and to enter into a contract;
- (c) notwithstanding approval in the Capital Programme, if the proposed or actual expenditure (excluding supervision costs) exceed the approved estimate, the Team Manager shall, before proceeding, refer the proposal, with the comments of the Head of Finance, to the Cabinet;
- (d) any re-phasing of capital expenditure between years shall be subject to approval by the Head of Finance;
- (e) the Head of Finance is empowered to authorise spending in an emergency on any unforeseen health and safety work relating to a project.

EMERGENCIES OR DISASTERS

- B.10** In the event of an emergency or disaster, these Financial Regulations shall be suspended and the Chief Executive, Director of Services and/or the Head of Finance be given delegated powers to take any action deemed necessary in respect of the financial matters of the Council, subject to such action being reported to the Cabinet.

MAINTENANCE OF RESERVES

- B.11** It is the responsibility of the Head of Finance to advise the Cabinet and/or the full Council on prudent levels of reserves for the Authority.

FINANCIAL REGULATION C: RISK MANAGEMENT AND CONTROL OF RESOURCES

INTRODUCTION

- C.1** It is essential that robust, integrated systems are developed and maintained for identifying and evaluating all significant operational risks to the Authority. This should include the proactive participation of all those associated with planning and delivering services.

RISK MANAGEMENT

- C.2** The Cabinet is responsible for approving the Authority's risk management policy statement and strategy and for reviewing the effectiveness of risk management. The Cabinet is responsible for ensuring that proper insurance exists where appropriate.
- C.3** The Head of Finance is responsible for preparing the Authority's risk management policy statement, for promoting it throughout the Authority and for advising the Cabinet on proper insurance cover where appropriate.

INTERNAL CONTROL

- C.4** Internal control refers to the systems of control devised by management to help ensure the Authority's objectives are achieved in a manner that promotes economical, efficient and effective use of resources and that the Authority's assets and interests are safeguarded.
- C.5** The Head of Finance is responsible for advising on effective systems of internal control. These arrangements need to ensure compliance with all applicable statutes and regulations, and other relevant statements of best practice. They should ensure that public funds are properly safeguarded and used economically, efficiently, and in accordance with the statutory and other authorities that govern their use.
- C.6** It is the responsibility of the Chief Executive, Directors, Heads of Service and Team Managers to establish sound arrangements for planning, appraising, authorising and controlling their operations in order to achieve continuous improvement, economy, efficiency and effectiveness and for achieving their financial performance targets.
- C.7** The duties of providing information regarding any sums of money due to or from the Council and of calculating, checking and recording such amounts, shall be separated as completely as possible from the duty of collecting or disbursing them.

AUDIT REQUIREMENTS

- C.8** The Accounts and Audit Regulations 2011 (s6) requires every local authority to undertake an adequate and effective internal audit of its accounting records and of its system of internal control. This legal requirement shall be delegated to the Head of Finance. Internal Audit shall, as far as possible, comply with the Public Sector Internal Audit Standards.
- C.9** Internal Audit will have the responsibility to review, appraise and report as necessary on:-
- (a) the adequacy and effectiveness and application of internal controls and processes and systems;
 - (b) the extent of compliance with Financial Regulations and Standing Orders and approved policies and procedures of the Council plus the extent of compliance with external laws and regulation;

- (c) the extent to which the Council's assets and interests are accounted for and safeguarded from losses of all kinds arising from waste, inefficient administration, poor value for money, fraud or other cause.

C.10 The Auditor shall have the Authority to:

- (a) enter any Council owned or occupied premises or land at all times (subject to any legal restrictions outside the Council's control);
- (b) have access at all times to all the Council's records, documents and correspondence;
- (c) require and receive such explanations from any employee or member of the Council as he or she may deem necessary concerning any matter under examination; and
- (d) require any employee or member of the Council to produce cash, stores or any other Council owned property under their control.
- (e) The Senior Internal Auditor shall have access to, and the freedom to report in his/her own name to all boards, members or officers, as he/she deems necessary.

C.11 Any officer suspecting any irregularity in connection with financial or accountancy transactions shall inform his/her Team Manager, who shall immediately refer the matter to the Senior Internal Auditor who shall consult with the Head of Finance and the appropriate Team Manager and, if necessary, the police. A joint report shall be submitted to the Cabinet, if deemed necessary by the Head of Finance, Team Manager concerned and the Chief Executive.

C.12 Financial Regulations C.8 to C.11 above are inclusive and complementary to and not a substitution for the statutory audit undertaken by the External Auditors and shall not diminish each Team Manager's responsibility to take adequate measures to safeguard the Council's cash, stores and other assets.

STORES AND INVENTORIES

C.13 Each Team Manager shall be responsible for the custody and physical control of the stocks and stores in his/her service area and the records kept by the storekeepers shall be prescribed by the Head of Finance. Wherever possible, stocks and stores should be marked as the property of the Council.

- C.14** Each Team Manager, in conjunction with the Head of Finance, shall make arrangements for continual stock-taking covering all items at least once per year. Stock-taking procedures shall be conducted by officers independent of the day to day activities within the system. Any surpluses or deficiencies revealed shall be reported to the Head of Finance who shall, in conjunction with the appropriate Team Manager, agree any action required/recommend to the Cabinet any action considered necessary.
- C.15** Stocks shall be maintained within the minimum and maximum levels determined by the appropriate Team Manager, and the maximum level shall not be exceeded, except in special circumstances with the approval of the Head of Finance.
- C.16** Each Team Manager shall prepare and maintain an inventory in a form approved by the Head of Finance. The inventory shall include movable plant and machinery, rolling stock, furniture, fittings and equipment. The only exception is office stationery equipment (for example; calculators, hole punches, staplers, waste bins).
- In addition to the divisional inventory, equipment purchased by the Information Technology Section, including that purchased on behalf of other Services, shall be recorded on the Information Technology inventory.
- C.17** All inventories shall be checked annually by Team Managers. Individual surpluses or deficiencies over £50 shall be dealt with in the manner prescribed for stores in paragraph C.14 (above). Where individual inventory items with an estimated value below £50 become surplus to requirements, the Council has a procedure for dealing with such items, which shall be adhered to.
- C.18** The Council's property shall not be removed otherwise than in accordance with the ordinary course of the Council's business or used otherwise than for the Council's purposes except in accordance with specific directions issued by the relevant Team Manager.
- C.19** All items appearing on the Inventory shall be indelibly marked as property of the Council.

SECURITY

- C.20** Each Team Manager shall be responsible for maintaining proper security at all times for all buildings, stocks, stores, furniture, equipment, cash, etc. under his/her control. He/she shall consult the Head of Finance in any case where security is thought to be defective or where it is considered that special security arrangements may be needed.
- C.21** The maximum limit for cash holdings shall be agreed with the Head of Finance and shall not be exceeded without his/her express permission.

C.22 Keys to safes and similar receptacles are to be carried on the person of those responsible at all times. The loss of such keys must be reported to the Head of Finance immediately the loss is discovered.

C.23 The Head of Finance shall be responsible for maintaining proper security and privacy as respects information held on computer for its use, in accordance with the Data Protection Acts 1984 and 1998, the Computer Misuse Act 1990 and the Freedom of Information Act 2000.

BANKING ARRANGEMENTS

C.24 All arrangements with the Council's Bankers shall be made by or under arrangements approved by the Head of Finance, who shall be authorised to operate such banking accounts as he/she may consider necessary. Such arrangements shall be reported to the Cabinet from time-to-time.

C.25 Transfers from accounts (but not between accounts) shall not be made unless authorised by one of the Financial Signatories to the Council.

C.26 The Head of Finance shall be responsible for the ordering and custody of cheques to meet payments by him/her on behalf of the Council. Cheques shall be prepared, verified and accounted for under the direction of the Head of Finance and signed by him/her or one of the Financial Signatories to the Council provided that, for the purpose of this regulation only, 'signature' shall include the printed/facsimile signature of the Head of Finance.

PETTY CASH AND FLOAT ACCOUNTS

C.27 The Head of Finance shall issue guidance as to the operation and management of these accounts.

C.28 Team Managers shall ensure that:

- (a) disbursements (other than renewal of imprest) shall be limited to expenses which are unavoidable and urgent. No single item exceeding £50 in amount (unless specifically authorised by the Head of Finance) shall be paid out of the petty cash account. All payments shall be supported by a receipted voucher to the extent that the Head of Finance may require and in particular to enable the recovery of Value Added Tax.
- (b) each account is accurately maintained on an imprest system;
- (c) such accounts are not used for depositing income nor for employees personal expenditure;
- (d) an officer responsible for an account shall make adequate arrangements for the security of cash and accounting records;

- (e) On leaving the employment of the Council or otherwise ceasing to hold an imprest advance, an officer shall account to the Head of Finance for the amounts advanced to him/her and payments made.

TREASURY MANAGEMENT

- C.29** The Authority has adopted CIPFA's Code of Practice for Treasury Management in the Public Services.
- C.30** The full Council is responsible for approving the treasury management policy statement setting out the matters detailed in paragraph 15 of CIPFA's Code of Practice for Treasury Management in the Public Services. The policy statement is proposed to the full Council by the Cabinet. The Head of Finance has delegated responsibility for implementing and monitoring the statement.
- C.31** All money in the hands of the Council shall be aggregated for the purpose of treasury management and shall be under the control of the Head of Finance.
- C.32** The Head of Finance is responsible for reporting to the Cabinet a proposed treasury management strategy for the coming financial year at or before the start of each financial year.
- C.33** All Cabinet decisions on borrowing, investment or financing shall be delegated to the Head of Finance, who is required to act in accordance with CIPFA's Code of Practice for Treasury Management in the Public Services.
- C.34** The Head of Finance is responsible for reporting annually to the Cabinet on the activities of the treasury management operation and on the exercise of his or her delegated treasury management powers.

STAFFING

- C.35** The full Council is responsible for determining how officer support for Cabinet and non-executive roles within the Authority will be organised.
- C.36** The Chief Executive, Directors, Heads of Service and Team Managers are responsible for providing overall management to staff. The Human Resources Team Manager is responsible for ensuring that there is proper use of the evaluation or other agreed systems for determining the remuneration of a job.
- C.37** The Chief Executive, Directors, Heads of Service and Team Managers are responsible for controlling total staff numbers by:
 - (a) advising the Cabinet on the budget necessary in any given year to cover estimated staffing levels;
 - (b) adjusting the staffing to a level that can be funded within approved budget provision;

- (c) varying the provision as necessary within that constraint in order to meet changing operational needs; and
- (d) the proper use of appointment procedures.

INSURANCES

- C.38** The Head of Finance shall effect all insurance cover and register all claims in consultation with other officers where necessary.
- C.39** Team Managers shall give prompt notification to the Head of Finance in writing of all new risks, properties, vehicles or other assets which require to be insured and of any alterations affecting existing insurances.
- C.40** Team Managers shall immediately notify the Head of Finance in writing of any loss, liability or damage or any event likely to lead to a claim and inform the police where necessary unless otherwise decided by the Chief Executive.
- C.41** All appropriate employees of the Council shall be included in a suitable fidelity guarantee insurance.
- C.42** The Head of Finance shall annually, or at such other period as he/she may consider necessary, review all insurances in consultation with other Team Managers as appropriate.
- C.43** Team Managers shall consult the Head of Finance respecting the terms of any indemnity which the Council is requested to give.
- C.44** Team Managers shall ensure that their employees are aware of any limitation of cover, e.g. motor insurance covering official duty only.
- C.45** Where a claim arises which is less than or equal to the value of the excess on any policy, the Team Manager shall submit a written request to the Head of Finance to make a specific financial offer. The request must be supported by reasons in favour of settlement and can only be signed by the Chief Executive, Head of Finance or Team Manager.

CONTRACTS

- C.46** The Head of Finance shall advise upon the financial aspects of all contracts before acceptance and shall keep a contracts register showing particulars of all contracts entered into by the Council for the execution of work and of payment made under such contracts. The Head of Finance shall retain copies of all contract documents and keep an appropriate register.

- C.47** The appointed Supervising Officer in control of the works shall give written orders in respect of all variations from the specification of the works included in the contracts and copies of these orders shall be forwarded to the Head of Finance with the estimated variations in cost noted thereon. Any such extra variation, where the estimated additional cost of which exceeds 5%, shall be reported to the appropriate Board as soon as practicable with details of the reason for the additional cost and the proposed method of funding the extra cost.
- C.48** Payments to contractors on account of contracts shall be made only on a certificate issued by the Supervising Officer in control of the works which shall show the total amount of the contract, the value of work executed to date, retention money, amount paid to date and amount certified as due. Details, variations and fluctuations included in the value of work to date shall accompany the certificate.
- C.49** On completion of a contract and before the issue of the certificate for final payment thereunder, the appointed Supervising Officer shall produce to the Senior Internal Auditor a detailed statement of the work under the contract, with all vouchers and documents relating to prime cost and provisional sums and any other particulars required showing full measurements, additions, deductions and omissions. The Final Certificate shall not be issued nor shall the contractor be informed that the final account is agreed and the balance under the contract paid until:
- (a) the Senior Internal Auditor has examined the accounts, vouchers and documents, and approved the final account.
 - (b) If any question of propriety of payment arises, the Cabinet shall have directed payment.
- C.50** Claims from contractors in respect of matters not clearly within the terms of an existing contract shall be referred to the Chief Executive/Head of Legal and Support Services for consideration of the Council's legal liability and where necessary, to the Head of Finance for financial consideration before a settlement is reached.
- C.51** Where completion of a contract is delayed beyond the completion date or any properly authorised extension thereof, it shall be the duty of the Supervising Officer to take appropriate action in respect of any claim for liquidated damages.
- C.52** In any case where the total cost of any work carried out under a contract exceeds by more than 10%, or £10,000, whichever is the lesser amount, the approved contract sum, a report of such cost shall, after agreement of the final account, be submitted to the appropriate Board by the appropriate Head of Service detailing any additional cost and proposed method of funding not previously reported under Regulation C.47.
- C.53** Subject to the expenditure on such matters being included in approved estimates, all orders or contracts for the supply of goods or materials or for the execution of work shall comply with the Contract Procedure Rules.
- C.54** When, in exceptional circumstances authority is sought to waive Financial Procedure Rules, the report to the appropriate Board must give adequate reasons and specify precisely the procedures to be waived.

SALARIES

- C.55** The payment of all salaries, wages and other emoluments to all employees of the Council shall be made by the Head of Finance and under arrangements approved and controlled by him/her.
- C.56** The Head of Finance shall be responsible for all records relating to National Insurance, Income Tax, Superannuation and Statutory Sick Pay. The Human Resources Team Manager shall be responsible for the issue of statements under the Contracts of Employment Acts.
- C.57** Each Head of Service shall be responsible for the completion of timesheets by employees, other than officers, under his/her control and for their evaluation and certification. Timesheets shall be forwarded to the Head of Finance in accordance with his/her directions, who shall be responsible for the preparation of salaries or wages. The Head of Service concerned, under the directions of the Head of Finance shall be responsible for the provision of transport and staff for the payment of salaries or wages.
- C.58** Each Head of Service shall notify the Head of Finance, as soon as possible, and in a form prescribed by him/her, of all matters affecting payment of salaries and wages and in particular:
- (a) appointments, resignations, dismissals, suspensions, secondment and transfers.
 - (b) Absences from duty for sickness or other reason, apart from approved leave with pay.
 - (c) Changes in remuneration, other than normal increments, pay awards and agreements of general application.
 - (d) Information necessary to maintain records of service for superannuation, income tax, national insurance, etc.
- C.59** Each Head of Service, in conjunction with the Human Resources Team Manager, shall make arrangements to annually confirm the authenticity of those employees appearing on the payroll for his/her Service. Such arrangements shall include the verification of individual rates of pay.

LEASING

- C.60** All items proposed to be leased shall be approved by the Council prior to arrangements being made.
- C.61** All leasing agreements will be arranged and agreed by the Head of Finance. An agreement can only be signed on behalf of the Council, by the Chief Executive or the Head of Finance, providing that the revenue estimate is not exceeded.

- C.62** The Head of Service responsible for the goods to be leased shall provide the Head of Finance with such information as is required by him/her in order to obtain the best and most appropriate type of lease possible.

FINANCIAL REGULATION D: SYSTEMS AND PROCEDURES

INTRODUCTION

- D.1** Sound systems and procedures are essential to an effective framework of accountability and control.

GENERAL

- D.2** The Head of Finance is responsible for the operation of the Authority's accounting systems, the form of accounts and the supporting financial records. Any changes proposed by the Chief Executive, Directors, Heads of Service and Team Managers to the existing financial systems or the establishment of new systems must be approved by the Head of Finance. However, the Chief Executive, Directors, Heads of Service and Team Managers are responsible for the proper operation of financial processes in their own Services.
- D.3** The Chief Executive, Directors, Heads of Service and Team Managers should ensure that their staff receive relevant financial training that has been approved by the Head of Finance.
- D.4** The Chief Executive, Directors, Heads of Service and Team Managers must ensure that, where appropriate, computer and other systems are registered in accordance with data protection legislation. Team Managers must ensure that staff are aware of their responsibilities under freedom of information legislation.

AUTHORISED SIGNATORIES

- D.5** It is the responsibility of the Chief Executive, Directors and Heads of Service to ensure that a proper scheme of delegation has been established within their area and is operating effectively. The scheme of delegation should identify staff authorised to act on their behalf in respect of payments, income collection and placing orders, together with the financial limits of their authority. The financial limits will be determined by the Council's Corporate Leadership Team. Team Managers shall ensure that specimen signatures and initials of such authorised staff are sent to the Head of Finance and such records shall be amended by the Team Manager on the occasion of any change therein.

CONTROL OF EXPENDITURE

- D.6** Orders for goods and services shall not be issued unless the expenditure is included in an approved estimate or other specified financial provision.
- D.7** All orders shall be in writing, signed by the appropriate Team Manager or such other officer as nominated by him/her and notified to the Head of Finance.
- D.8** Official orders shall be issued for all work, goods or services to be supplied to the Council except for supplies of public utility service; and for periodical payments such as rent or rates/local tax, for petty cash purchases or such other exceptions as the Head of Finance may approve.
- D.9** Each order shall conform to the directions of the Council with respect to central purchasing, use of contracts and the standardisation of supplies and materials and be in a form approved by the Head of Finance in accordance with Regulation D.2 above.
- D.10** Monied invoices and/or delivery notes should, where appropriate, accompany the delivery of goods and the receiving officer must certify thereon, at the time of delivery, receipt of the goods. Where ordered and delivered by weight or volume the receiving officer shall make such periodical tests as are necessary to ensure that the quantities charged have actually been delivered.
- D.11** All invoices, accounts and claims relating to amounts due from the Council shall be checked in the Service concerned and such checking being indicated by the initials of the examining officer and certified by the appropriate Team Managers or such other officer as nominated by him/her. The number of the official order and the head of expenditure to which it relates must be indicated thereon. Expenditure/income should be coded in accordance with instructions issued by the Head of Finance, with VAT appropriately identified in order that the Head of Finance may recover output tax (VAT). A VAT invoice/receipt must be obtained in all appropriate cases.
- D.12** The Team Managers concerned shall be responsible for the accuracy of accounts submitted for payment which shall be signed by the Team Managers or authorised officer in accordance with regulation D.5. The passing of an account for payment by or on behalf of the Team Managers shall mean:
- (a) that the materials have been supplied, the work performed or the services rendered and that they are satisfactory as to quality and correct as to quantity;
 - (b) that the price is in accordance with quotations, contract agreement or current market rate whichever is applicable;
 - (c) that the account is allocated to the correct expenditure heading;
 - (d) that all trade and cash discounts and other proper allowances have been deducted;

- (e) that the account has not been previously paid and that the copy of the official order has been marked off to prevent duplicate payment;
- (f) that the account is arithmetically correct unless a variation has been agreed by the Head of Finance;
- (g) that the expenditure is within the Authority's legal powers.

NOTE: The passing of an account for payment by a Team Manager or authorised officer confirms that he/she is satisfied that all necessary steps in the certification procedure have been satisfactorily carried out.

Accordingly, it is for the Team Manager or authorised officer to recognise the initials of officers carrying out this preliminary certification procedure as those of officers who are in a position to satisfactorily perform the work responsibly. It is essential that a minimum of two officers at least should be involved in the preliminary certifications in order that the officer certifying that the goods have been supplied or the work done is different from the officer certifying the remaining items. It is also desirable that the making out of official orders and the entering of goods received records are undertaken by different officers and that this should be divorced from the certification of invoices although it is appreciated that this is not always possible in smaller Services. A Team Manager who delegates the certification of accounts should satisfy him/herself that the procedure is operating satisfactorily by signing all accounts personally from time-to-time).

- D.13** Before authorising payments to a sub-contractor, as defined by the Inland Revenue, for construction work carried out, the certifying officer of the Service concerned shall satisfy himself/herself that the sub-contractor to whom payment is due is the holder of a valid Sub-Contractors Tax Certificate issued by the Inland Revenue, otherwise tax at the appropriate rate must be deducted as required by any statutory provisions in being at that time.
- D.14** Invoices made out by an officer of the ordering Service and statements unaccompanied by the relative invoices and delivery notes, copy invoices or reminders shall not be accepted as a basis for payment.
- D.15** In all cases of purchase of property, the Head of Finance shall be the authorising officer. When requesting payment he/she shall provide full particulars of the property, the name of the vendor/purchaser, the amount of purchase money, expenses and Minute authorisation. Full particulars of the property purchased shall be entered in the official Register of Properties kept by the Head of Finance.
- D.16** Duly certified accounts shall be passed without delay to the Head of Finance who shall examine them to the extent that he/she considers necessary, for which purpose he/she shall be entitled to make such enquiries and to receive such information and explanation as he/she may require.
- D.17** The Head of Finance shall be authorised to pay all accounts duly certified in accordance with these regulations. The normal method of payment shall be by cheque, BACS or other instrument drawn on the Council's banking account.
- D.18** Each Head of Service/Team Manager shall, as soon as possible after 31 March and no later than detailed in the final accounts timetable each year, notify the Head of Finance of outstanding expenditure relating to the previous financial year.

CONTROL OF INCOME

- D.19** All arrangements for the collection of monies due to the Council shall be subject to approval by the Head of Finance in conjunction with the appropriate Team Manager and the Head of Finance shall set up debits for all items of income due. No such items over £10,000 shall be written off as irrecoverable unless approved by the Cabinet. Any request to forego income shall be subject to written approval of the Head of Finance.
- D.20** The Team Managers shall promptly furnish the Head of Finance with such particulars in such form as he/she may require in connection with work done, goods supplied or service rendered and all other amounts due to the Council as may be required by him/her to record correctly all sums due to the Council and to ensure the prompt rendering of accounts for the recovery of income due.
- D.21** The Head of Finance shall be notified promptly of all money due to the Council and of contracts, leases and other agreements and arrangements entered into which involve the receipt of money by the Council and the Head of Finance shall have the right to inspect any documents or other evidence in this connection as he/she may decide.
- D.22** All receipt forms, books, tickets and other such items shall be ordered and supplied to Team Managers by the Head of Finance, who shall satisfy himself/herself as to the arrangements for their control.
- D.23** Each employee who receives monies on behalf of the Council or in the normal course of their duty shall give such acknowledgment and enter up punctually such records as may be approved by the Head of Finance. Such income shall be paid to the Head of Finance or direct to the Council's account, either daily or when there is a sum of £100 in hand. Any variation from this procedure shall be subject to the written approval of the Head of Finance. On no account should such monies be paid into the personal account of an employee. No deduction may be made from such money save to the extent that the Head of Finance may specifically authorise. Each officer who so banks money shall enter on the paying-in slip a reference to the related debt or otherwise indicate the origin of the cheque on the reverse of each cheque, the officer shall enter the name of his/her Service, office or establishment.
- D.24** Personal cheques shall not be cashed out of money held on behalf of the Council.
- D.25** Every transfer of official money from one member of staff to another will be evidenced in the records of the Services concerned by the signature of the receiving officer.
- D.26** Post-dated cheques will not normally be accepted. The only formal exception to this rule will be acceptance of a cheque, by the Assistant Senior Exchequer Services Officer, which shall not be dated more than 7 working days in advance*. This will only be allowed where the debtor has no previous history of dishonoured cheques. The Assistant Senior Exchequer Services Officer will only accept one cheque per debtor on each occasion. Such cheques will be recorded and retained by the Assistant Senior Exchequer Services Officer.

In exceptional circumstances, any other requests to accept a post-dated cheque must have the approval of the Head of Finance.

*(This is to allow provision where a debtor is expecting funds to be credited to a bank account during the period it is likely to take to return a cheque and receive replacement.)

D.27 The Chief Executive, Directors, Heads of Service or Team Managers may in conjunction with the Head of Finance write-off as irrecoverable sundry and other debts not exceeding £10,000. The Chief Executive or Heads of Service may write-off as irrecoverable sundry and other debts not exceeding £25 where these are deemed uneconomical to pursue and cannot be added to a future account. No debts over £10,000 shall be written off as irrecoverable without the approval of Cabinet.

NOTE: Outstanding debts will still be pursued after write-off should information be received which indicates that there is a possibility that the debt can be recovered.

D.28 The Chief Executive, Directors or Heads of Service may, in conjunction with the Head of Finance, write-off as non-refundable credits on accounts not exceeding £10,000. The Chief Executive or Heads of Service may write-off as non-refundable credits on accounts not exceeding £25 where these are deemed uneconomical to pursue and cannot be deducted from a future account. No such items over £10,000 shall be written off as non-refundable without the approval of the Cabinet.

FINANCIAL REGULATION E: EXTERNAL ARRANGEMENTS

INTRODUCTION

E.1 The local authority provides a distinctive leadership role for the community and brings together the contributions of the various stakeholders. It must also act to achieve the promotion or improvement of the economic, social or environmental well-being of its area.

PARTNERSHIPS, JOINT VENTURES AND COMPANIES IN WHICH

THE COUNCIL IS A GUARANTOR OR HAS A SHARE HOLDING INTEREST

E.2 The Cabinet is responsible for approving delegations, including frameworks for partnerships. The Cabinet is the focus for forming partnerships with other local public, private, voluntary and community sector organisations to address local needs.

E.3 The Cabinet can delegate functions - including those relating to partnerships - to officers. These are set out in the scheme of delegation that forms part of the Authority's constitution. Where functions are delegated, the Cabinet remains accountable for them to the full Council.

- E.4** The Monitoring Officer is responsible for promoting and maintaining the same high standards of conduct with regard to financial administration in partnerships that apply throughout the Authority.
- E.5** The Head of Finance must ensure that the accounting arrangements to be adopted relating to partnerships, joint ventures and companies are satisfactory. He or she must also consider the overall corporate governance arrangements and legal issues when arranging contracts with external bodies. He or she must ensure that the risks have been fully appraised before agreements are entered into with external bodies.
- E.6** Team Managers are responsible for ensuring that appropriate approvals are obtained before any negotiations are concluded in relation to work with external bodies. Where it is proposed that the Council be involved in an arrangement of this nature the appropriate officer will first consult with the Head of Finance and the Head of Legal and Support Services on the proposals.
- E.7** The Head of Finance is responsible for ensuring that all funding notified by external bodies is received and properly recorded in the Authority's accounts.
- E.8** Further to Regulation E.7 unless secure arrangements are put in place to the contrary, any such arrangements will comply with the Council's Financial Regulations and this shall be stated in any such contracts.

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4 DELEGATIONS TO THE CHIEF EXECUTIVE

4.1 Head of Paid Service

- 4.1.1 To act as Head of the Paid Service under Section 4 of the Local Government and Housing Act 1989 and in this role:
- a) to exercise overall responsibility for corporate management and operational issues (including overall management responsibility for all staff);
 - b) to give professional advice to all parties in the decision making process (the Cabinet, Scrutiny Bodies, the Council, Boards and Committees);
 - c) to ensure that the Authority has a system of record keeping for all key and executive decisions (a key decision is defined at page 26);
 - d) to ensure that the Authority achieves and delivers its objectives; and
 - e) to represent the Authority on partnerships and external bodies (as required by statute or by the Authority).
- 4.1.2 To co-ordinate, direct and monitor the Authority's initiatives to achieve Best Value in the delivery of its functions.
- 4.1.3 To be responsible for performance review issues.
- 4.1.4 After consultation with the Leader of the Council, to authorise action and incur expenditure, where urgent action is needed to enable the Authority to fulfil its functions.
- 4.1.5 To suspend the Director of Services, Interim Director of Housing, Interim Director of Resources and Heads of Service where their continued presence at work may prejudice an investigation or where there is a prima facie case of gross misconduct; the members of the Cabinet to be notified as soon as possible after the action is taken in accordance with the Employment Procedure Rules contained in the Constitution.
- 4.1.6 To make interim appointments to fill vacancies, and to make interim designations as Chief Finance Officer and Monitoring Officer where a vacancy arises in such position, the term of each such appointment or designation not to extend beyond 18 months without the confirmation of the Appointments Panel.
- 4.1.7 All activities in connection with the Council's Human Resources function including:
- (a) To determine all staffing matters in accordance with the Officer Employment Procedure Rules. This includes determining matters relating to structure (additions, reductions and other changes to the establishment) as she considers appropriate following consultation with the Leader and Deputy Leader.

- (b) The appointment, dismissal or discipline of staff, except in relation to those posts listed in paragraph 1.2 of the said Rules.
 - (c) Where the decision of the Head of Paid Service taken under (a) above requires consideration of the financial/budgetary implications and a decision in that respect only, then the matter will be referred to the Cabinet, provided that the remit of the Cabinet shall be limited to decisions on financial matters only.
 - (d) The Head of Paid Service may delegate the discharge of this function to another officer.
- 4.1.8 To make agreements with other local authorities and external agencies in compliance with the Council's CPRs for the placing of staff and joint working arrangements (including committing expenditure within authorised budgets).
- 4.1.9 To authorise the use of juveniles and vulnerable adults as covert human intelligence sources under the Regulation of Investigatory Powers Act 2000.

4.2 Elections

- 4.2.1 To act as Returning Officer, Local, Acting or Deputy Returning Officer in:
- a) Local Elections
 - b) Parliamentary Elections
 - c) European Elections
 - d) Police and Crime Commissioners' Elections
 - e) Referenda
- 4.2.2 To undertake the duties of Electoral Registration Officer.

4.3 Corporate Leadership

- 4.3.1 To lead the Corporate Leadership Team.
- 4.3.2 After consultation with the Leader of the Council, to authorise action and incur expenditure, where urgent action is needed to enable the Authority to fulfil its functions.
- 4.3.3 To consider and co-ordinate any investigation by the Local Government Ombudsman.
- 4.3.4 To consider and report on any report of the Local Government Ombudsman and to decide on and implement the action to be taken.
- 4.3.5 To take urgent action necessary to protect the interests of the Authority, some or all of the Authority's area or some or all of the inhabitants of the Authority's area.

4.4 Civic Functions

- 4.4.1 All activities in connection with the Council's civic/ceremonial function.

4.5 Service Functions

- 4.5.1 Key strategic partnerships including LLEP

5. DELEGATIONS TO THE INTERIM DIRECTOR OF RESOURCES

- 5.1 The officer is authorised by the Council to discharge the following functions and determine directly or in consultation with the Chief Executive all matters except those reserved by or referred to Council, the Cabinet or Committees.

5.2 Service Functions

- 5.2.1 Performance management.
- 5.2.2 Project management.
- 5.2.3 Local strategic partnerships/LEPs.
- 5.2.4 Health and safety (internal).
- 5.2.5 Risk management.
- 5.2.6 Communications and consultations.
- 5.2.7 Media management, public relations and marketing.
- 5.2.8 Corporate overview on diversity issues.
- 5.2.9 Accountancy services.
- 5.2.10 Information management including Data Protection and Freedom Of Information.
- 5.2.11 Elections and electoral registration.
- 5.2.12 National Land and Property Gazetteer.
- 5.2.13 Legal services (without prejudice to the statutory role and function of the Monitoring Officer)
- 5.2.14 Members' services and members' development (xv) Strategic asset management including land sales.
- 5.2.15 Finance, financial planning and procurement.
- 5.2.16 Revenues and benefits.
- 5.2.17 Administration of meetings of the Council, Boards, Committees an Sub-committees and typing and clerical services.
- 5.2.18 Internal Audit.

5.3 Property Development.

- 5.3.1 Property/facilities management and maintenance (non-housing).
- 5.3.2 ICT.
- 5.3.3 Street naming and numbering and replacement of street nameplates.
- 5.3.4 All activities relating to the discharge of the function as a Licensing Authority under all relevant legislation.
- 5.3.5 All activities in relation to the discharge of the environmental health function of the Council, including environmental protection/enforcement, occupational health and safety, food safety, animal welfare, environmental strategy, pest control and the appointment of Port Medical Officer(s) and/or Consultants for Communicable Disease Control.
- 5.3.6 Corporate complaints procedure.

SPECIFIC FUNCTIONS

5.4 Executive Functions

- 5.4.1 To administer all aspects of housing benefit and Council Tax benefit.
- 5.4.2 To discharge the Authority's responsibilities for billing, collection and enforcement of Council Tax, non-domestic rates and all valuation matters.
- 5.4.3 To deal with demands and notices, liabilities, reliefs and exemptions, and for non-domestic rates to recommend to the Cabinet guidelines for the granting of discretionary rate relief, partially occupied properties and hardship relief and administer the scheme in accordance with the approved guidelines.
- 5.4.4 In addition to the Head of Legal and Support Services to represent the Authority and appear as an advocate on the Authority's behalf in any legal proceedings involving the executive functions referred to clauses (i) and (iii) above.
- 5.4.5 To grant and determine temporary lettings and licences of Council owned land and buildings.
- 5.4.6 To enter into deeds of dedication on such terms as the Director of resources sees fit.
- 5.4.7 To agree perpetual and fixed term easements and wayleaves on such terms as the Director of Resources sees fit.
- 5.4.8 To determine rent reviews and to instigate and participate in arbitrations.
- 5.4.9 To agree terms for the surrender of leases.
- 5.4.10 To authorise action to determine a lease in the event of rent arrears or other breach of covenant.

- 5.4.11 To agree terms for waiving covenants, whether freehold or leasehold.
- 5.4.12 To approve and issue consents for assignments, sub-lettings, alterations, additions and changes of use.
- 5.4.13 To make and settle claims for dilapidation.
- 5.4.14 To appropriate land belonging to the Authority at proper value.
- 5.4.15 To agree the grant and renewal of leases of land and buildings where the annual rental does not exceed £40,000.
- 5.4.16 To dispose of freehold land where the market value does not exceed £30,000.
- 5.4.17 Following consultation with Asset Management Group, to approve the Asset Management Policy.

- 5.4.18 Notwithstanding the above, to undertake acquisitions and disposals of land up to a value of £10,000 per site in accordance with and to give effect to the Council's policies and programmes (subject to provision of a monthly list of such acquisitions and disposals to the appropriate Cabinet member and the Policy Development Group).

- 5.4.19 To determine applications for discretionary non-domestic rural rate relief following consultation with the with the ward member(s) for the settlement concerned and the portfolio holder.

- 5.4.20 Subject to those matters reserved for decision by the Licensing Committee, the Licensing Sub-committee and the Taxi and Private Hire Sub-committee, to exercise all those functions for which the Council is responsible concerning licensing and registration and the grant of consents and refusals set out in Regulation 2 and Schedule 1 of the Regulations including the determination of applications for licences, permits and registrations.

- 5.4.21 To issue a closing order on a takeaway food shop.

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NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

POLICY DEVELOPMENT GROUP – 30 SEPTEMBER 2015

Title of report	HOUSING STRATEGY – OUTLINE DRAFT
Contacts	<p>Councillor Roger Bayliss 01530 411055 roger.bayliss@nwleicestershire.gov.uk</p> <p>Director of Housing 01530 454819 Glyn.jones@nwleicestershire.gov.uk</p> <p>Housing Choices Team Manager 01530 454612 sue.hallam@nwleicestershire.gov.uk</p>
Purpose of report	To receive Policy Development Group's comments on the draft Housing Strategy 2016 - 2021
Council Priorities	Homes and Communities
Implications:	
Financial/Staff	Any costs associated with the adoption of the housing strategy will be met from within existing budgets and capacity. There are no staffing implications.
Link to relevant CAT	Not Applicable
Risk Management	A risk register will be developed (as necessary) as part of the action planning process
Equalities Impact Screening	An equalities impact screening will be undertaken when the strategy is finalised
Human Rights	None
Transformational Government	Delivering housing in a sustainable way, considering the environmental and social impacts and benefits.
Comments of Head of Paid Service	The report is satisfactory.
Comments of Section 151 Officer	The report is satisfactory.
Comments of Monitoring Officer	The report is satisfactory.

Consultees	NWL Strategic Housing Partnership NWL Tenants and Leaseholders consultation forum Parish Council Liaison committee NWL Staying Healthy Partnership
Background papers	Strategic Housing Market Assessment Affordable Warmth Strategy Choice based allocations and lettings policy Laying the foundations – a housing strategy for England Leicestershire Health Profile report - districts
Recommendations	THAT POLICY DEVELOPMENT GROUP OFFERS ANY COMMENTS FOR THE CONSIDERATION OF CABINET

1.0 BACKGROUND

- 1.1 The current district-wide housing strategy 2011-2015 is due for review and the housing choices team are working with colleagues on the North West Leicestershire Strategic Housing Partnership (NWLShp) to develop a new strategy for 2016-2021.
- 1.2 As well as relevant council members and staff, membership of the NWLShp includes Leicestershire County Council's Adult Social Care and Children and Young people's Services, public health services, partner housing associations working in the area, the Homes and Community Agency (HCA), Leicestershire and Rutland Probation services, Job Centre Plus, Youth Offending Services, Citizens' Advice, private developers and voluntary and community sector organisations.
- 1.3 The strategy will consider all elements associated with housing in NWL, linking with the work of the Local Plan and working with partners to deliver the best housing outcomes for residents of the district.

2.0 DEVELOPMENT PROCESS

2.1 Consultation

The North West Leicestershire Strategic Housing Partnership were consulted during at a workshop style meeting in July and were issued prior to the event with a paper outlining the challenges facing the district to be considered when setting priorities for housing. This document is attached at Appendix A.

2.2 The challenges outlined in the paper are:

- Supply and demand
- Stock condition
- Right to buy
- Welfare reform
- New build and affordable housing supply
- Prevention – resource reductions
- Meeting the needs of an ageing population
- Regeneration of Coalville

- 2.3 The Partnership were presented at the workshop with further data and detail relating to these challenges as detailed in Appendix B.
- 2.4 As a result of this information and the discussions at the workshops, the Partnership concluded that the new housing strategy should address 3 priority areas:
- Supply
 - Standards
 - Support
- 2.5 Further consultation has taken place during July with NWLDC staff from relevant departments and with the tenants and leaseholders consultation forum. These consultations were completed as workshops with consultees considering the 3 themes and giving their input into the key challenges and solutions. Consultees were presented with information from the Strategic Housing Market Assessment, from the findings of the Joint Strategic Needs Assessment, the Homes and Communities Agency, census 2011, district health profiles, information regarding our own tenants and the Choice Based lettings data. This information gave a broad outline of North West Leicestershire now and how we predict it will change into the future.
- 2.6 A report detailing the above was presented to Divisional Management team on 1 September 2015 and their suggestions have been incorporated into the draft strategy. Appendix C

3.0 TIMEFRAME FOR DEVELOPMENT

Date	Activity
Wk beg 1 September	Agree wording of priorities and themes for public consultation surveys
8 th September	Strategy update report to CLT
8 th September	Submit draft strategy and report papers for 30 th September Policy development group Scrutiny meeting
9 th September	Parish liaison meeting – discuss strategy, themes, potential priorities and consultation with Parish Council reps
10 September	Present strategy priorities and deliver workshop at Conservative group meeting
16 September	Present strategy priorities and deliver workshop at Labour group meeting
Wk beg 14 th September	Send finalised public consultation survey questions and citizen space survey to communications team for formatting
30 September	1 st draft strategy to Scrutiny meeting (PDG)
6 October – 13 November	Open public consultation on line and develop 2 consultation events linked with LCC public health officers. Dates TBC
Wk beg 2 nd November	Begin analysis of public consultation results and include in strategy
12 November	Housing strategic SMT
16 November	Updated strategy to communications team for final formatting
8 th December	Final version of strategy to DMT for approval
15 th December	Final version of strategy to CLT for approval
January 2016	Final version of strategy to Cabinet/full council meeting
01 February 2016	Publication and launch

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NORTH WEST LEICESTERSHIRE HOUSING SERVICES PARTNERSHIP

**EMH GROUP, Memorial House, Stenson Road, Coalville, Leicestershire,
LE67 4JP**

9.00 – 12:00 10 JULY 2015

Developing our Housing Strategy for 2016-2021

1. CONTEXT

1.1 Local Plan - we are preparing a new Local Plan for the district, which sets out where development should take place over the next 15 to 20 years.

The new Local Plan will guide future development and will look at:

- Housing needs
- Economic needs
- Community facilities
- Infrastructure - roads, public transport, flood defences and sewerage
- Measures to protect the environment
- The effects of climate change
- The design of new buildings.

The plan will affect everyone in the district. It will make decisions about where homes, roads, offices and shops are built, and which open spaces will be created and protected. The aim is that the Local Plan will be adopted in December 2016.

1.2 Housing Strategy - whilst the Local Plan will deal with spatial development for the district up to circa 2030-35, including infrastructure, the Housing Strategy 2016-21 will provide the overarching strategic document to inform future housing related plans, strategies and policies for the next five years.

Our new Housing Strategy will:-

- set out any main changes in the housing market
- identify the key challenges in delivering new homes and housing services locally

- set out our ambitions to help meet both current and future housing and housing support needs and aspirations over the next five years, and how we intend to achieve them

1.3 Other plans and policies that feed into the housing strategy – Appendix 1 outlines the links between the various strategies and plans the council has/will have in place that all feed into the housing strategy.

1.4 Priorities - the following table shows the priorities from our existing strategy

Current Priorities	i.e.
'Homes for all'	Increasing housing supply across all tenures
'Healthy Homes'	Improving existing homes (all tenures)– green and decent, Housing, Health & Safety Rating System etc
'Fair and equal access'	Making sure everyone has the opportunity to live independently regardless of age, ethnicity, disability etc
'Content and confident communities'	Making sure different client groups know where to go for advice and assistance

2. CHALLENGES

A recent workshop type meeting of Housing Choices staff sought to identify current and likely future challenges that we will need to consider in developing our new strategy. We will spend time discussing these at the partnership meeting on 10 July 2015 and some further background information is provided at Appendix 2 that you might find useful.

The following challenges, many of which are inter-linked, have been identified by Housing Choices:-

CHALLENGES	POTENTIAL DISCUSSION POINTS
Supply and demand	<ul style="list-style-type: none"> • Mismatch between what the council has and what is needed • Allocations policy and Choice based lettings scheme – are they both fit for purpose? • Implication of any changes • What about cross tenure support for all vulnerable groups? • Supported accommodation? • What's our approach to empty homes?
Stock condition	<ul style="list-style-type: none"> • Decency or 'decency +' for NWL stock? • Asset management strategy • What about the private sector? • When was last private sector stock condition survey?

	<ul style="list-style-type: none"> • What resources are available from general fund or elsewhere? Carrots and sticks • Disabled facilities grants and adaptations (direct matches to existing homes? How do we best provide for waiting list cases with specific adaptation needs?)
Right to buy	<ul style="list-style-type: none"> • Proposed changes pose risk to Registered Providers' business plans – could lead to reduced numbers of affordable housing coming forward via this route and • Reduce their capacity to pick up s106 units that we've negotiated on site. Does the council need to consider setting aside funds that will enable it to pick up a number of these using the Acquisitions Policy? • Could also pose a risk to the housing service business plan if the council has to sell off our valuable empty homes to subsidise the scheme
Welfare Reform	<ul style="list-style-type: none"> • Universal Credit –Sep 2015 • Benefit Cap reduced to £23k. How many will be affected? • Scrapping of automatic Housing Benefit for under 21s; • Leicestershire Welfare Provision review Sep/Oct 2015
New build	<ul style="list-style-type: none"> • What, how many, when, where? • Ensuring demand • What vehicle? – Right to buy implications (See above) • Impact of Summer Budget on new supply
Prevention cuts	<ul style="list-style-type: none"> • Hostel places for single homeless down from 56 to between 20-30 countywide from October
Ageing population	<ul style="list-style-type: none"> • How will we meet housing and support service demand? • Do we really know what sort of housing our older district residents want? How do we find out? • Role of extra care schemes
Regeneration of Coalville	<ul style="list-style-type: none"> • Pick and Shovel • Town centre improvements • Empty sites

Question

What have we missed?

Have a think about challenges your own service will face. Do they need to be included separately or do they fall under one of the headings above?

3. PRIORITIES FOR THE NEW STRATEGY

Given the perceived challenges, the Housing Choices team feel that the existing priorities are still very relevant and have suggested that the new strategy should focus on:

- Increasing housing supply
- Improving existing homes

- Helping people to live independently and sustain tenancies

Following our meeting and the workshops on 10 July 2015, the Strategic Housing Partnership will be asked to recommend our future priorities

4. VISION

The vision for the district as set out in the council's corporate plan is that

North West Leicestershire will be a place where people and businesses feel they belong and are proud to call home

Question

Should we have a separate (albeit aligned) vision for housing that is set out in the strategy?
Please give this some thought ahead of the meeting.

North West Leicestershire Housing Strategy Development



Housing Strategy 2016 - 2021

Development timeline

Housing Partnership agree priorities	Jul 2015
Workshops with staff and involved tenants	Jul 2015
Commence drafting strategy	Aug 2015
Public consultation period (6 weeks)	Oct - Nov 2015
Amend strategy in light of consultation responses	Nov 2015
NWL Strategic Housing Partnership approval	Nov 2015
Back through approval route to Cabinet	Jan 2016



Housing Strategy 2016 - 2021

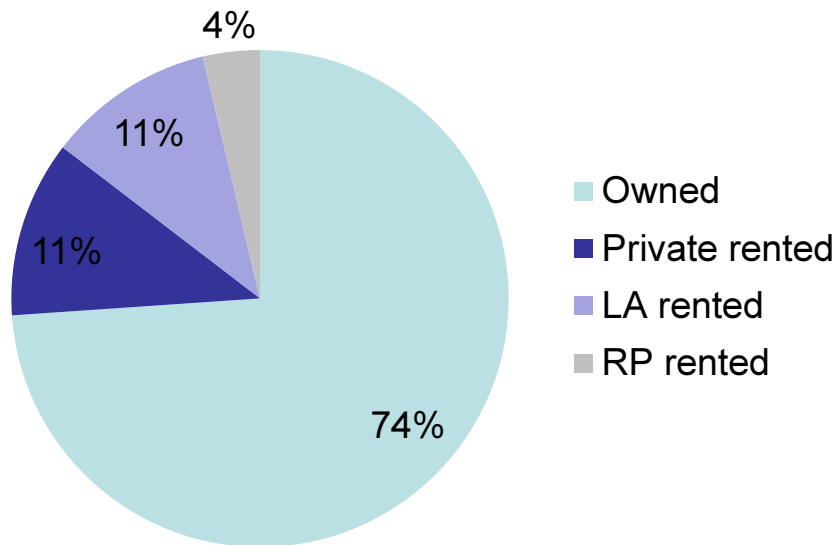
Several challenges ahead

- Supply v demand
- Extended right to buy
- Stock condition
- Welfare reform
- Adult social care funding reductions
- Ageing population
- People with multiple and/or complex needs



Background refresher

- 93,468 residents
- 39,128 households
- Tenure split



Compared with east mids region we have:

- 5% more owner occupiers
- 4% less private renters
- Similar numbers of social housing



Housing Market – supply & demand

- NWL mostly detached housing with concentrations of pre-1918 terraces in some locations i.e central Coalville
- SHMA indicates the need for additional 209 affordable homes each year
- Delivery last 2 years was 117 and 110 respectively and they were ‘bumper crops’
- Waiting list trend upwards – 50% annual increase



Council Housing

AFFORDABLE HOUSING - DEMAND v SUPPLY

DEMAND	Total	%	%	Total	SUPPLY
0	0	0%	2%	92	0
1	425	52%	20%	881	1
2	279	34%	28%	1219	2
3	83	10%	47%	2048	3
4	22	3%	3%	143	4
5	1	0%	0%	5	5
	810			4,388	

A significant mismatch between supply and demand for 1 and 3 bed homes



What about empty Homes?

i.e. empty for over 6 months based on council tax information

- Oct 10 - 498
- Oct 11 - 485
- Oct12 - 385
- Oct 13 - 367
- Oct 14 - 400

108 of these are council owned sheltered homes that are unpopular



Changes to Right to Buy

- Plans will extend subsidised house-buying scheme to 1.3million housing association tenants
- Housing associations will have to sell their assets at a discount.
- Housing associations will be expected to replace each sold home on a “one for one” basis
- Councils will have to finance this through the forced sale of the most valuable empty homes.
- Unclear how this may impact on rural settlements



Ageing Population / Long Term Health

Projected population in older age groups by 2036 is significant

- 65-74 increasing by 49.2% (8,997 → 13,424)
- 75-84 increasing by 80.4% (5,143 → 9,278)
- 85 + increasing by 179% (2,092 → 5,837)

Long term health or disability issues

- 25.2% of our residents reported having one of these in 2011 Census
- 60% of those 85+, say day to day activities limited a lot



Vulnerable people

- More people seem to have multiple and complex needs
- County Council budgets reduced from October 2015
 - adult prevention services reduced from £9.4 million to £5.9 million
 - Older persons budget reduced from £2.2m to £240k
 - Domestic abuse victims – cut from £144k to £120k
 - 18 refuge bed spaces down to 12 across the county
 - Homeless prevention funding reduced from £1.3m to £500k
 - Countywide hostel spaces reduced from 56 to 30



Quality of homes

- Over-65s - falls and fractures cost the NHS £2 billion each year
- 25% of NWL households have long term limiting illnesses - many requiring adaptations
 - Average wait is 12 months for an Occupational Therapist assessment, then another 6 months for the work IF approved
- Excess winter deaths - NWL average 27.4 winter deaths (2009 to 2012) compared with England average of 16.5
- Off gas areas – expensive to heat homes. Can we do anything to alleviate this?



Welfare Reform

- Rents paid in the social housing sector to be reduced by 1 per cent a year for the next four years
- Removing the automatic entitlement to housing benefit for 18-21 year olds
- A freeze in working age benefits for four years including tax credits and Local Housing Allowance
- Lowering the benefits cap from £26,000 to £20,000
- Charging market rate rents to those on higher incomes living in social housing (families earning over £30,000)
- Average gross pay in NWL = £25,272 (ONS 2014)



Housing Strategy 2016 - 2021

Proposed priorities for the new strategy

- **S**upply
- **S**upport
- **S**tandards

Have we missed anything that wouldn't sit within any of the above priorities?



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**North West Leicestershire
Housing Strategy
2016 - 2021**

Contents:

1. Executive Summary
2. Introduction from Portfolio Holder
3. Purpose and context
4. National changes in housing policy in 2015
5. National picture for housing in 2015
6. Local strategic overview
7. Key achievements
8. Our Ambitions
9. Housing strategy 2016 – 2021 themes and objectives
10. Action plan

1. Executive summary

Home is one of the most important factors in people's lives. Good quality housing that meets the needs of residents helps to promote healthy and fulfilled lives, and an increased sense of wellbeing and belonging. Our corporate vision for the district is that:

North West Leicestershire is a place where people and businesses feel they belong and are proud to call home.

This revised North West Leicestershire Housing Strategy 2016 – 2021 builds on the work of the previous strategy, and taking into account national and local factors, focuses on how the district council and strategic housing partners can work together to provide the best homes for our residents.

Themes for the Housing Strategy 2016-2021

1 Supply –

- Maintain and increase supply of good quality new homes of all tenures to support economic growth in the district.
- Maintain and increase the supply of affordable homes, in a challenging financial environment, including new build by NWLDC, and increase the proportion of one and two bedroom properties.
- The council, affordable housing providers and constructors to collaborate on addressing financial challenges in maintaining stock, and delivering new homes.
- Unlock the potential of vacant sites and empty homes.
- Make best use of existing housing stock, including selective asset disposals where necessary to re-invest proceeds.
- More flexible application of affordable housing obligations through planning to consider a broader range of measures to maintain delivery including NWLDC purchasing affordable housing units on new developments, renegotiating tenure mix and affordable housing numbers, increasing acceptance of commuted sums, providing subsidies to Registered Providers, and accepting serviced plots of land to be developed at a later stage.

2 Standards –

- Improve condition and energy efficiency of council stock through maintaining decency standards, and raising them where possible
- Explore build for life standards for new developments
- Commission a stock condition survey of private rented sector and owner occupied homes to establish current issues that will provide up to date information about the sector and inform what, and where, action is needed
- Work with private sector landlords and residents to improve the condition of private homes and make homes more suitable for frail elderly owner occupiers and tenants to live in

- Continue the Green and Decent Homes projects and make an informed decision regarding future suitability for tenants in council properties.

3 Support –

- Reduce fuel poverty in the social and private sector across tenures
- Prevent homelessness by giving timely advice and assistance to high risk groups
- Support those affected by welfare reform and encourage them to adapt to the changes
- Improve the understanding of the range of housing options and housing related support that are available
- Ascertain the type of housing older people wish to live in
- Work with partners to implement the guidance of the Care Act 2014: “Developing a local approach to preventative support should include the involvement of those responsible for public health, leisure, transport and housing services”.

2. Introduction by Councillor Bayliss, Portfolio holder for Housing

3. Purpose and context of the housing strategy

Our Housing Strategy for 2016 - 2021 describes how the Council and the Strategic Housing Partnership intends to meet the housing needs and aspirations of our residents. It links to the

Local Plan in setting out how to work together in new homes delivery and provision of housing services.

Recently there has been significant change in the planning system and the funding and delivery of affordable housing. There are skill shortages in the building trade which may impact on the future delivery of new housing.

This strategy replaces the Housing Strategy published in 2011 and sets out our proposals over the next five years. This strategy sits under the Local Plan which is in the process of being developed for publication in 2016/17.

The National Planning Policy Framework

In 2012, the Government published the National Planning Policy Framework (NPPF), which aimed to reduce the amount of planning guidance and simplify the planning process. The NPPF signalled a shift in emphasis towards a presumption in favour of sustainable development.

The NPPF requires councils to identify the full, objectively assessed need for market and affordable homes in the housing market area and respond positively to wider opportunities for growth. The NPPF makes it clear that it is Government policy that there should be a significant boost in the supply of housing.

The NPPF also sets a definition of affordable housing for planning purposes. This includes Social Rented, Affordable Rented and Intermediate Housing provided to eligible households whose needs are not met by the market. Planning Policy for Traveller Sites came into force at the same time as the NPPF and requires the Council to set pitch targets for travellers and plot targets for travelling show people.

4. National changes in housing policy in 2015

The 2015 Conservative government have introduced a number of key initiatives that have implications for housing provision and which this housing strategy must have regard to in order to deliver the identified priorities for the area over the next 5 years.

Right to buy

The right to buy scheme is being extended to include housing association tenants who have held a tenancy for three years or above. This scheme will require local authorities to sell their most valuable homes when they become vacant to compensate housing associations for the discount on homes sold under right to buy, and to fund the building of more affordable homes in the area.

Starter Homes

Local planning needs to take into account the provision of a statutory framework for the delivery of starter homes, new build properties which will be made available exclusively to first time buyers under the age of forty at twenty percent below normal market prices.

Full employment and welfare benefits bill

This bill will introduce the following measure:

- Removing 18-21 year olds' automatic entitlement to housing benefit
- Freezing working age benefits for a further two years for 2016/17
- Lowering the overall benefit cap locally from £26,000 per household to £20,000

1 percent rent decrease.

All social and council rents will be reduced by 1 percent per year for the next four years, starting from April 2016 . As a result, all Registered Providers of social housing are in the process of re-casting their business plans and are reluctant to make any new financial commitments. Previous commitments made by Registered Providers are also being considered again in light of their now restricted capacity. This has led to the prediction of a reduction in the number of affordable homes that will be developed.

Some Registered Providers have advised that they are no longer considering any schemes in 2016 and are only looking at schemes with completion from 2017 onwards, although others are unsure as to whether this will be beneficial in the long term regarding future capacity.

This situation is not just happening in NWL, conversations with the Homes and Communities Agency and other RPs and local authorities have highlighted the same challenges across the whole of the East Midlands region. Nationally, some RPs have announced they will no longer develop any affordable housing in future, whilst others have stated that they are taking advice on deregistering so the effectively become private bodies, free of any government regulation (including rent guidance).

North West Leicestershire District Council's position

Initial forecasts are that the effect on the council's rental income over the first 5 years of the plan will be a loss of £7.5 million. Registered Providers will no doubt be similarly affected. The strategy needs to consider this factor along with future efficiency savings that need to be made for maintaining decency of existing housing stock in the long term.

Market rents for houses where income is over £30,000 – "Pay to Stay" scheme

In North West Leicestershire, any household who has an income of £30,000 or over will no longer be entitled to pay an affordable rent and will have to pay full market rent for their council or housing association home. For council housing, the monetary difference between the discounted rent and the market rent will go to central government although registered provider landlords can keep the additional income. This requires primary legislation to be drawn up and the government says that it will consult and set out details in due course.

5. National picture for Housing in 2015

Localism Act

The Localism Act 2011 introduced a number of key reforms in relation to housing and planning with the primary objective of decentralising power to local areas. This provided the legislative framework to promote the delivery of the Government's policy priorities as set out in the national housing strategy, "Laying the foundations":

- Increasing supply; more homes, stable growth
- Social and affordable housing reform

- A thriving private rented sector
- Empty homes
- Quality of housing experience and support
- Quality, sustainability and design

National housing strategy

The Government's housing strategy, *Laying the Foundations*, published in 2011, set out a clear agenda to boost the economy by stimulating the housing market through building new homes. The strategy sets out a range of measures including the change to funding of affordable housing, requirements in relation to design, quality and improved environmental standards of new and existing homes; making best use of existing stock (including empty homes) and the introduction of fixed term social housing tenancies.

Funding of affordable housing through Affordable Rent

The introduction of the Affordable Rent model to fund new affordable housing has emerged since April 2011. This model requires providers of new build affordable housing to charge rents at up to 80 per cent of market rents and use the difference between the 'social rent' level and 'Affordable Rent' to fund future affordable housing development, in conjunction with much lower levels of grant.

Housing Revenue Account reform

The reform of housing finance with effect from April 2012 represents a core element of the Government's housing strategy. It ended the complex housing subsidy system by transferring the national housing debt back to the remaining stock holding councils enabling them to retain future rental income from council homes rather than handing a proportion back to the Treasury. Councils now have the opportunity to decide how they wish to use the rental income and, through their business plans, set their own priorities for the future management of their housing stock. It is a key ambition of our own Business Plan to increase the supply of affordable housing, including by directly building council housing.

Welfare reform

The Government's commitment to reform the welfare system has significant implications for both tenants and landlords in the private and social housing sector. A range of benefit changes have been introduced over the last four years, to housing benefit regulations and through the Welfare Reform Act 2012. The Act provides for a radical overhaul of the benefit system through the introduction of Universal Credit, a single benefit for people of working age, which will replace existing benefits such as Income Support, Job Seekers Allowance and Housing Benefit.

The implementation of Universal Credit is now expected to roll out in Leicestershire from September 2015. A number of other changes have taken place since 2011 that affect local residents. This includes the introduction of Local Council Tax Support and new regulations on Housing Benefit. These restrict and reduce the level of funding many households are able to claim, such as lower rates of local housing allowance for private tenants, a cap on the level of benefit for families, and size criteria for the homes of social housing tenants.

The Elphicke-House report

The 2013 review by Elphicke and House, into the local authority role in housing supply, brought forward the following core recommendation:

The local authority as Housing Delivery Enabler

Councils have a primary responsibility to assess and meet the housing needs of their local population as Housing Delivery Enablers. Councils should address and drive housing activity and housing delivery in their areas and for their local population

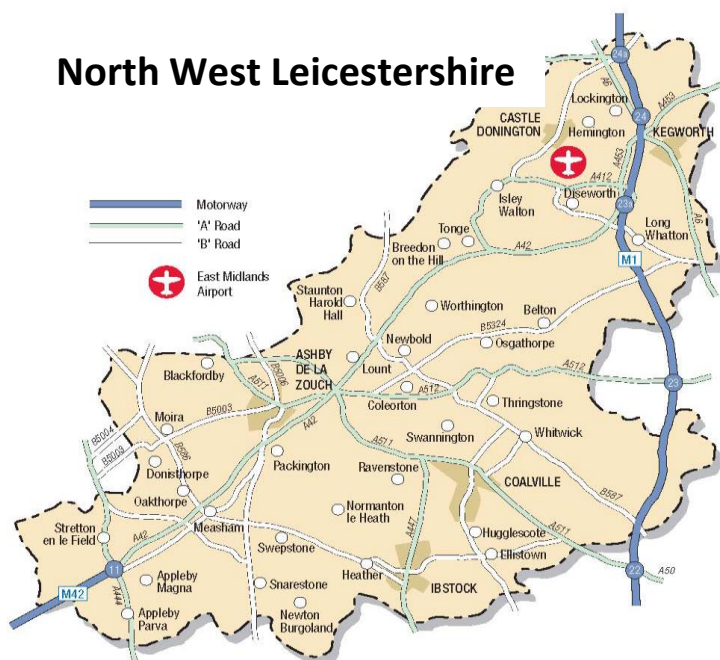
The role of Housing Delivery Enabler can be met through (i) community leadership and strategic clarity; (ii) creating housing opportunity; (iii) business leadership, (iv) management of housing supply, and (v) shaping a stronger housing finance market

Health and social care reform

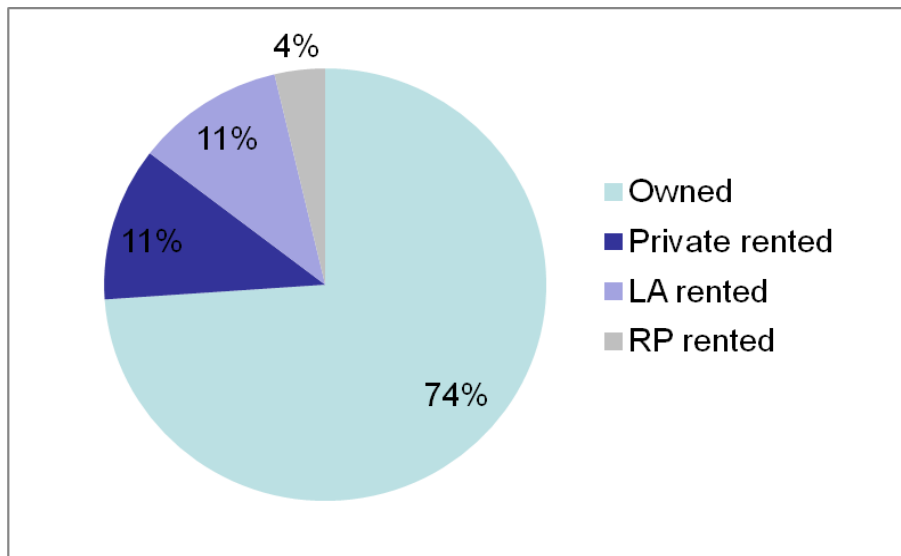
Primary Care Trusts (PCTs) were abolished in 2011 and Leicestershire County Council now has public health responsibilities for the county. The County Council has established a Health and Wellbeing Board to promote more joined-up commissioning of health and social care and public health services. The priorities for the Health and Wellbeing Board are:

1. Giving children the best start in life
2. Managing the shift to early intervention and prevention
3. Supporting an ageing population
4. Improving mental health and wellbeing
5. Tackling health inequalities

6. Local Strategic Overview



According to the 2011 Census, there are 93,468 residents in North West Leicestershire in 39,128 households. Below is a chart detailing the tenure split.



House types

North West Leicestershire comprises mostly of detached houses with concentrations of pre 1918 terrace properties. The district is predominantly rural and housing is spread out across small towns, villages and hamlets.

Leicester and Leicestershire Strategic Housing Market Assessment (SHMA) 2015

The SHMA calculates housing need in areas and is based on information from the Census 2011, demographic projection, house prices, rents, income information and a range of other local, regional and national databases.

Specifically in North West Leicestershire the SHMA indicates the need for an additional 209 affordable homes each year. The Council is currently undertaking public consultation as it develops its key planning document, the Local Plan, and it is intended that this Housing Strategy will feed into that plan, especially with regard to the future provision of affordable housing. The Local Plan is due for publication in September 2017 depending on the complexity of the consultation responses.

Demand for Affordable Housing

Demand for affordable housing in the district remains high. The housing register increased by more than 50% in the year from April 2014 (550 applicants) to April 2015 (840), despite more than 500 applicants being housed into social rented homes during the same period.

Other strategies and policies that are linked to the new housing strategy:

This strategy is an overarching document that coordinates other housing related strategies and helps us to address the housing needs of the district. We are committed to making sure that all our housing work is aligned so that more effective and efficient services and outcomes are provided.

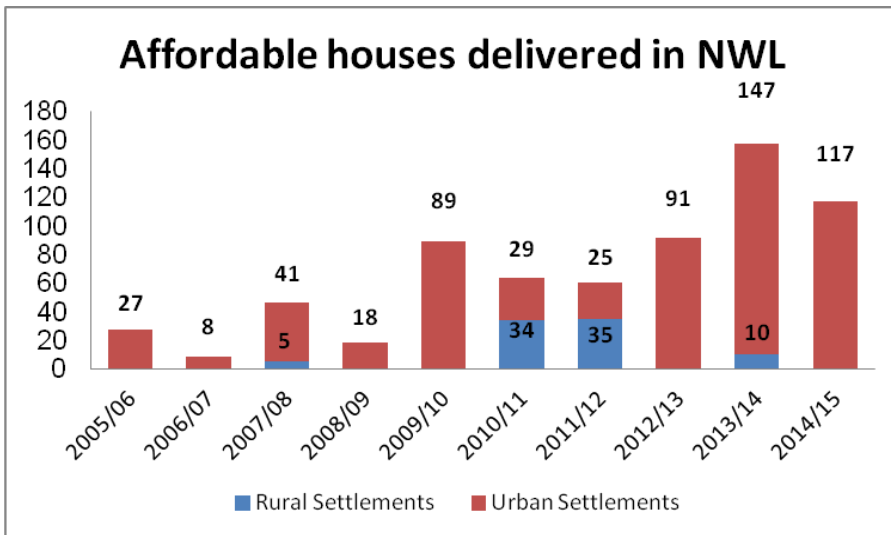
The NWL Strategic Housing Partnership also needs to consider the business plans of all partners and to coordinate objectives.



7. Key achievements from the previous Housing Strategy

Delivery of affordable homes

During the past 5 years there has been a programme of affordable homes provision in the district:



Rural need surveys and working with rural partners

In order to determine where homes in rural areas are needed, the council together with Midlands Rural have sent surveys to all people who live in settlements where there are less than 10,000 residents, in North West Leicestershire. As of 2015, twelve settlements have been surveyed by the council and eleven by Midlands Rural. These surveys help us to understand the current and future housing needs of rural communities so that we can make sure that suitable and appropriate housing is delivered where it is required. In the last five years there have been successful affordable rural schemes built in Breedon, Heather, Diseworth and Long Whatton.

Decent Homes programme

North West Leicestershire district council completed its' decent homes programme in March 2015 with 3,787 properties made decent. Of these:

- kitchens to 2,094 homes;
- bathrooms to 1,584 homes;
- new heating systems to 1,031 homes;
- full electrical rewiring to 574 homes;
- new doors or windows to 3,188 homes;
- new roofs to 452 homes.

Bringing empty properties back into use

The revenues and benefits team have worked together with the Housing Choices team and the Private Sector housing team to identify empty properties and work with owners to bring them back into use. Such properties were either sold on the open market, used for private let or in some cases purchased for social housing.

Date/Year	No of empty properties
Oct 10	498
Oct 11	485
Oct12	385
Oct 13	367
Oct 14	400

New homes bonus

The new homes bonus, a funding stream calculated on delivery of new homes, bringing empty homes back into use, affordable home delivery and net addition to the council housing stock has brought in £5.131 million to NWLDC over the past 5 years. This funding has been used to directly protect front line, public facing services across the council.

Renewal and changes to the housing register

The Sub Regional Choice Based Lettings Scheme (CBL) was introduced in 2011. Following the Localism Act 2012 our Allocations & Lettings policy was reviewed and approved by Members in March 2013, and is based on a common set of priorities developed by the Leicestershire Sub-Regional Choice Based Lettings partnership, consisting of seven Leicestershire District Councils. This system provides increased choice and transparency for all homeseekers applying for social housing across Leicestershire.

The current Allocations & Lettings policy March 2013 was implemented in April 2014 following an application renewal process in November 2013, a system upgrade in April 2014, and a full re registration and banding process to update the applications in line with the current policy. When the review process started there were 1533 applicants on the Housing Register, after the renewal process 859 re-registration forms were sent out. 490 of those registrations came back and were live in April 2014. There are currently 840 applicants on the Register

Since then we have implemented and operated a rolling monthly renewal process to ensure applications remain up to date, so NWLDC have up to date information on current housing demand.

8. Our ambitions for housing in North West Leicestershire

Corporate Vision statement

North West Leicestershire will be a place where people and businesses feel they belong and are proud to call home.

Consultation

The Housing choices team have delivered workshop style consultation events with key stakeholders in the district to gain an initial understanding of key challenges and themes. These groups are:

- The NWL Strategic Housing partnership,
- NWLDC officers from planning, housing management, private sector housing, safer and stronger communities, housing repairs and maintenance, planning policy
- The Tenants and Leaseholders Consultation forum
- NWLDC ward members
- Parish Councils.

During these events information and data on housing, both nationally and in North West Leicestershire was presented to the groups who then identified challenges and discussed possible solutions.

Further consultation has taken place with parish councils and the general public through meetings and an online survey.

Challenges identified during the consultation:

Information on the Changing demographics and housing in NWL	
<i>Challenge</i>	<i>Solution</i>
<ul style="list-style-type: none"> • Ageing population that will require more care services and new housing solutions • More families that have members with disabilities and require adaptations 	<ul style="list-style-type: none"> • Gather information from tenants and partners regarding residents future care needs • Ascertain the type of housing older people wish to live in • Use needs information to implement preventative measures in homes, e.g. wide paths for people over a certain age • Undertake a housing stock condition survey across all tenures
Empty Homes	
<i>Challenge</i>	<i>Solution</i>
<ul style="list-style-type: none"> • Long term empty homes in the private sector can be tied up with legal processes and then become hard to let due to standard of the property • Some Council sheltered housing schemes are empty 	<ul style="list-style-type: none"> • Consider converting hard to let homes into houses of multiple occupation or 1 bed flats/bedsits • Consider more enforcement action against owners of empty properties in poor condition • Sell sheltered schemes to private developers, and re-invest proceeds • Convert sheltered schemes to create a Foyer system of supported housing for vulnerable people
Funding for affordable housing	
<i>Challenge</i>	<i>Solution</i>
<ul style="list-style-type: none"> • Viability can be difficult for small building firms regarding affordable housing provision • Rent decrease for social housing will likely lead to a future reduction in the numbers of new affordable housing being developed 	<ul style="list-style-type: none"> • Council work with RP's to consider most cost effective way of providing affordable housing on small schemes • All social housing providers to map the impact of rent decrease on their business plan and work together to mitigate the impact
Standards of housing across all tenures	
<i>Challenge</i>	<i>Solution</i>
<ul style="list-style-type: none"> • Rent decrease for council and housing associations may present challenges in 	<ul style="list-style-type: none"> • Active management of stock so alternative solutions found for properties with high

<p>maintaining decency standards in future</p> <ul style="list-style-type: none"> • Some owner occupiers find it difficult to source reliable and trustworthy trades people • Excess winter deaths in NWL are significantly higher than the national average which will in part be linked to fuel poverty • Some areas are off gas meaning that heating is more expensive • Aids and adaptations take a long time to implement 	<p>investment needs</p> <ul style="list-style-type: none"> • Set up council handyman scheme for low level work such as moving boxes, changing light bulbs, for elderly frail residents • Set up council trusted trader scheme for local trades people and linked to council website • Support the Lightbulb project • Consider plan for Off Gas areas with possibility of community collective payment for installation
Lack of support for vulnerable residents	
<i>Challenge</i>	<i>Solution</i>
<ul style="list-style-type: none"> • Leicestershire County Council have reduced funding for some key preventative services in adult social care, directly impacting on no of hostel spaces, domestic abuse support and homeless prevention support. (More detail in table below) • Voluntary sector provision over subscribed for low and medium level support, particularly for frail, elderly or disabled people's transport services to enable hospital visits or participation in social activities • Reductions in prevention funding have meant that Adult Social Care have had to raise their eligibility thresholds which has created a gap in low and medium level support 	<ul style="list-style-type: none"> • Consider warden based service type schemes • Use lettings and allocations policies to match properties with appropriate need • Provide tenancy support • Work with health partners to highlight the integration between good appropriate housing and emotion and physical wellbeing

Leicestershire County Council funding reductions:

Service	Previous amount	Reduced to
Overall Adult prevention services	9.4 million	5.9 million
Older persons budget	2.2 million	£240k
Domestic abuse	£144 k	£120 k
Homeless prevention	£1.3 million	£500 k

9. Housing strategy 2016 – 2021 themes and objectives

The initial analysis of the results of the consultation demonstrates certain key areas that have been identified by all stakeholders. Aligning these with national and local housing policies and changes, we have based the new housing strategy on the following three themes:

1 Supply –

- Maintain and increase supply of good quality new homes of all tenures to support economic growth in the district
- Maintain and increase the supply of affordable homes, in a changing financial environment, including new build by NWLDC, and increase the proportion of one and two bedroom properties,
- The council and affordable housing providers to collaborate on addressing financial challenges in maintaining stock, and delivering new homes
- Unlock the potential of vacant sites and empty homes
- Make best use of existing housing stock, including selective asset disposals where necessary to re-invest proceeds
- More flexible application of affordable housing obligations through planning to consider a broader range of measures to maintain delivery including purchasing affordable housing units on new developments, renegotiating tenure mix and affordable housing numbers, increasing acceptance of commuted sums, providing subsidies to Registered Providers and accepting serviced plots of land to be developed at a later stage

2 Standards –

- Improve condition and energy efficiency of council stock through maintaining decency standards, and raising them where possible
- Explore build for life standards for new developments
- Commission a stock condition survey of private rented sector and owner occupied homes to establish current issues that will provide up to date information about the sector and inform what and where action is needed
- Work with private sector landlords and residents to improve the condition of private homes and make homes more suitable for frail elderly owner occupiers and tenants to live in
- Continue the Green and Decent Homes projects and make an informed decision regarding future suitability for tenants in council properties.

3 Support –

- Reduce fuel poverty in the social and private sector across tenures
- Prevent homelessness by giving timely advice and assistance to high risk groups
- Support those affected by welfare reform and encourage them to adapt to the changes
- Improve the understanding of the range of housing options and housing related support that are available
- Ascertain the type of housing older people wish to live in
- Work with partners to implement the guidance of the Care Act 2014: “Developing a local approach to preventative support should include the involvement of those responsible for public health, leisure, transport and housing services”.

10. FIVE YEAR PLAN

Annual action plans will be drawn up to develop the high level objectives detailed below. The plans will be developed and monitored by the NWL Strategic Housing Partnership.

SUPPLY – NWL HAS APPROPRIATE HOMES FOR ALL RESIDENTS	
Increase supply of good quality new homes	Implement the NWLDC new build project
	Bring all affordable housing providers together to address financial challenges with a collaborative approach
	Work with planning department to implement a more flexible approach to affordable housing
	Work with developers of market and affordable housing to increase proportion of 1 and 2 bed homes
Vacant sites and empty homes	Selective asset disposal to reinvest proceeds into empty social and council stock
	Earmark existing vacant sites and empty sites for redevelopment
	Work with private sector landlords to bring empty homes back into use
	Consider conversion of empty properties into houses of multiple occupation in private and social housing

STANDARDS – IMPROVE QUALITY OF HOMES ACROSS SOCIAL AND PRIVATE SECTORS	
Council stock	Maintain decency standard and decency plus where possible
	Implement green energy initiatives for tenants in council properties
	Set up council handyman scheme for low level preventative work
Private sector	Undertake a private sector housing stock condition survey
	Scope possibility for trusted trader scheme
	Explore build for life standards for new developments

SUPPORT – RESIDENTS IN NWL CAN ACCESS APPROPRIATE SUPPORT	
Care Act guidance	Work with partners to implement housing related preventative care and support
Excess winter deaths	Undertake private sector stock condition survey, scope and implement reduction in fuel poverty initiatives
Prevention of homelessness	Provide tenancy support in council and private sector

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NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

POLICY DEVELOPMENT GROUP – 30 SEPTEMBER 2015

Title of report	HOUSING ASSET MANAGEMENT STRATEGY
Contacts	<p>Councillor Roger Bayliss 01530 411055 roger.bayliss@nwleicestershire.gov.uk</p> <p>Director of Housing 01530 454819 glyn.jones@nwleicestershire.gov.uk</p> <p>Head of Housing 01530 454780 chris.lambert@nwleicestershire.gov.uk</p>
Purpose of report	The purpose of this report is to seek feedback from Policy Development Group in respect of the key messages arising from the revised 2015-2020 HRA Asset Management Strategy that will be submitted to Cabinet for approval on 20 October 2015.
Council Priorities	<p>Value for Money Business and Jobs Homes and Communities Green Footprints Challenge</p>
Implications:	
Financial/Staff	Any costs associated with the adoption of the AMS, including staffing implications, will be met from within existing budgets.
Link to relevant CAT	Not Applicable
Risk Management	A risk register will be developed as part of the action planning process subject to approval of the AMS.
Equalities Impact Screening	An equalities impact screening assessment will be undertaken subject to approval of the AMS
Human Rights	None
Transformational Government	Delivering housing in a sustainable way, considering the environmental and social impacts and benefits.
Comments of Head of Paid Service	The report is satisfactory.

Comments of Section 151 Officer	The report is satisfactory.
Comments of Monitoring Officer	The report is satisfactory.
Consultees	NWL Tenants and Leaseholders Consultation Forum
Background papers	None
Recommendations	THAT POLICY DEVELOPMENT GROUP PROVIDES ANY COMMENTS IT MAY HAVE REGARDING THE STRATEGY PRIOR TO CONSIDERATION BY CABINET ON 20 OCTOBER 2015.

1.0 PURPOSE OF THE REPORT

- 1.1 To seek Policy Development Group feedback in respect of the proposed 2015 -20 Housing Asset Management Strategy (AMS), attached as Appendix A, prior to its consideration at cabinet on 20 October 2015.

2.0 REPORT

- 2.1 The provision of a revised and updated Housing Asset Management Strategy is key to making the right investment decisions in relation to the Council's most valuable physical asset, the housing stock.
- 2.2 The proposed revised AMS, attached as Appendix A, replaces the previous version produced in 2008.
- 2.3 One of the key principles behind the AMS is the need to assess the expenditure and income position of each of our homes, and determine whether it is a positive or negative figure. This figure is known as the Net Present Value (NPV), and it provides an indicator of the financial performance of each property over an extended period.
- 2.4 A positive NPV suggests the property will generate more income than it is going to cost to maintain/manage/improve, and a negative NPV suggests the reverse. The principle of asset management is to invest in properties that can produce a positive return, and carefully consider the future of those which are going to cost more than they will generate in income. Properties that have a negative NPV would normally be disposed of, or their use changed, with new properties being acquired to meet identified but unmet housing need.
- 2.5 Normally this assessment is made over a 30 year period with assumptions regarding future costs and rent increases included in the calculation process to reflect projected market conditions. In addition to assessing the financial performance, the NPV process also considers issues such as demand, as there is no point in investing in a financially high performing property if there is not demand for it from prospective tenants.

- 2.6 The recent announcement regarding a change in the Government's social housing rent policy have been incorporated within the revised Strategy.
- 2.7 The executive summary of the AMS effectively explains the background, purpose and outcomes of the strategy and is included below for ease of reference.

1 Executive Summary

1.1 *The Asset Management Strategy (AMS) is one of three key strategic documents which shape the work of the Housing Service:*

- **HRA Business Plan** - Provides the strategic financial and service planning framework for the Councils landlord role over the next 30 years. Contains a narrative section and a financial model section.
- **Housing Strategy** - Provides a framework through which we assess local housing needs, and seek to meet them through the provision of affordable housing and/or support services for all tenures.
- **Asset Management Strategy** - Provides a framework document for the maintenance and improvement of the Councils housing stock over the next 30 years. This includes disposal of poorly performing stock and acquisition of new stock to meet future needs.

1.2 *All three documents are interlinked, and will be updated periodically in response to changes in local/national policy, and housing market conditions. Typically they plan in detail over a 5 year horizon, with forward projections provided over the next 30 years.*

1.3 *The financial details contained within the proposed AMS have been remodelled to take account of the rent increase implications of the Chancellors 8th July 2015 statement.*

1.4 *The AMS analyses the housing stock in nine geographical areas, and the system can break this down further by village/street/individual property if necessary.*

The areas used are -

1. *Coalville and Hugglescote;*
2. *Greenhill;*
3. *Ashby;*
4. *Whitwick and Thringstone;*
5. *Measham;*
6. *Oakthorpe and Donisthorpe;*
7. *Ibstock;*
8. *Castle Donington and Kegworth;*
9. *Appleby*

These contain 37 separate villages/towns/estates.

1.5 *The updated AMS represents a fundamental review of the 2012-15 Strategy, incorporating:*

- *The latest stock condition situation to 31 March 2015, incorporating £28m of decency investment in the past 3 years;*
- *Current housing needs/demand, assessed from both waiting list preferences and actual bidding patterns through the choice based lettings system;*
- *An assessment of future expenditure (capital and revenue) required to maintain and improve the condition of the Council's housing stock to the decent homes standard;*
- *A provision for the completion of non-decency works to homes and to the external environment within the curtilage of homes, including outbuildings, garden walls, paths and fences;*
- *An evaluation of the net present value of the housing stock, to identify areas or types of property, where the future income from rent will not sustain the level of investment required to maintain and improve the home over the next 30 years;*
- *Use of the Chartered Institute of Housing's asset performance toolkit to carry out the assessment, which has been linked directly to our HRA business plan model;*

1.6 *Key outcomes from the revised AMS are:*

- *We have an estimated overall 30 year capital investment need for £110m, which includes £85m for decent homes works and £25m for other non decency improvements. If an annual inflation rate of 2.5% is applied to these costs, year on year from 2016, it equates to a projected need of £158m over the 30 year period;*
- *The HRA Business Plan model includes £195m (including 2.5% year on year inflation) to be available over the same 30 year period. This £195m is available in full;*
- *Most of the housing stock has a financially positive future, in terms of net present value. There are however, specific blocks of poorly performing stock, including some sheltered housing schemes, and some poorly performing individual properties. It is recommended that a net present value of less than £5,000 should automatically trigger a review of any future investment decision;*
- *Financial forecasts predict we have sufficient funds available to meet investment needs over the next 30 years, subject to some cash flow adjustments;*

1.7 *There are however, a number of caveats that need to be applied and need to therefore be incorporated into the ongoing management and development of the AMS;*

- *It is considered that the £25m estimation of the costs of non-decency investment is understated and this needs to be revisited on an area by area basis. It would be wise to consider a potential 30% (£8m) additional requirement;*
- *The year on year provision of an annual inflation rate of 2.5% is clearly not a scientific process and any higher rate of cost inflation during the next 30 years could significantly impact upon the sustainability of some of our housing stock;*
- *The inflation rate within the construction industry may differ to the general rate of inflation. The economic downturn from 2007-08 had a significant impact on the construction industry. The recent upturn has resulted in a shortage of labour, skills and materials that have significantly impacted upon capacity and*

subsequently resulted in a construction related inflation level that is estimated to have been in excess of 5% per annum more recently;

- *No provision has currently been made for an improvement standard above the decent homes requirements. It is anticipated that future tenants, will have aspirations above this very basic level. If we are to maintain demand in our housing stock this will have an additional financial cost that will need to be added;*
- *No provision has been made for investment in any environmental improvements outside the curtilage of homes, including footpaths, fencing, or parking. This will have an additional financial cost that will need to be added;*
- *No provision has been made for any re-design or building upgrades within individual properties, blocks of properties or to estates. To maintain the demand in our homes over the next 30 years we will certainly need to invest in this type of improvement work and this will have an additional financial cost that will need to be added.*
- *There will be some properties, blocks and/or parts of estates for which the broader investment and modernisation may not be practicable or financially viable, and a decommissioning, sale and new build or re-investment replacement programme may be more appropriate;*

1.8 Key issues/decisions/choices arising from the AMS:

- *It is projected to be financially viable to maintain decency and tackle the backlog of non-decency works within the curtilage of our properties over the next 30 years to all of our housing stock that currently has a positive net present value;*
- *There is however, little financial room for manoeuvre in respect of major refurbishment and redesign of blocks, schemes and estates without generating additional income and/or reducing some costs;*
- *There is scope to generate additional income from the decommissioning and disposal of poorly performing properties, sheltered schemes and/or garage sites and unused HRA land. Consideration should also be given to the future of individual properties in isolated locations for which demand may be low, and the cost of management and maintenance is relatively high;*
- *There is a demand for new build/acquisitions, and it is viable and would make a significant positive contribution to the overall net present value of the housing stock;*
- *Most corridor based sheltered housing schemes are unpopular, and we need to either invest in them to make them more attractive, or decommission them for general needs housing if practicable or redevelop them. Three schemes have already been de-commissioned due to a lack of demand for this type of accommodation. The future of a further three will be reviewed by 31 December 2015 and the future of the remainder will be reviewed by 31 July 2016;*
- *It is proposed to decommission all communal garage and hardstanding parking areas by 31 March 2018, unless there is an exceptional set of local circumstances. The decommissioning programme is proposed as follows:*
 - *zero occupancy decommissioned as of 1 November 2015;*
 - *less than 25% occupancy by 31 March 2016*
 - *less than 50% occupancy by 1 October 2016*
 - *less than 75% occupancy by 31 March 2017*

- *All remaining sites will be decommissioned by 31 March 2018 unless there is a proven demand that justifies retention.*
- *The decommissioning of communal garage and hardstanding sites will be undertaken alongside a review of overall parking provision on an area by area basis, and the need to potentially invest in other forms of parking provision will be incorporated within any subsequent decommissioning proposals;*
- *The options for each decommissioned scheme or site will be considered as follows:*
 - *Location and potential demand for general needs accommodation;*
 - *Investment need and re-design costs to utilise existing building and site for general needs accommodation;*
 - *Potential to demolish and utilise site for affordable housing, using one of the development models listed below:*
 - *RSL partner;*
 - *Development by external partner for NWLDC;*
 - *Joint venture model;*
 - *Developer led;*
 - *Design & Build;*
 - *Section 106;*
 - *Development by NWLDC direct*
 - *Potential to dispose of site for alternative private use and/or development.*
- *The key energy efficiency investment priorities under this Strategy are recommended to be:*
 - *Develop a minimum standard for the energy efficiency of our stock by 31 March 2016;*
 - *All properties to reach a minimum SAP 65 (band D) by 2021 with interim annual targets;*
 - *Deliver a loft and cavity wall insulation programme by 31 March 2017. It is estimated that 1,800 properties require a loft insulation top up to 270mm, 400 properties require cavity wall insulation and 30 properties require external wall or internal insulation);*
 - *Deliver targeted investment programmes to address fuel poverty focusing on off gas areas and including investment in renewable energy where value for money / social benefit can be demonstrated;*
 - *Replace all solid fuel heating systems by 2025, prioritising off-gas areas;*
 - *Continue to explore the potential to roll out a Solar PV programme to a potential maximum of 1,900 properties by 2017;*
 - *Deliver targeted retrofit programme(s) for identified priority streets/estates (based on energy efficiency/heating costs/fuel poverty levels/vulnerability)*
 - *Complete a thermal assessment of 1,000 previously clad properties including non-traditional properties by 31 March 2016.*

3. CONSULTATION

3.1 Prior to presentation to Cabinet for approval, the consultation activity relating to the production of the AMS is detailed below:

- Initial Portfolio Holder Briefing 21 August 2015
- Tenant and Leaseholder Consultation Forum 26 August 2015

- Housing Senior Management Team 02 September 2015
- Corporate Leadership Team 08 September 2015
- Strategy Group 15 September 2015
- Tenant and Leaseholder Consultation Forum 28 September 2015
- Policy Development Group 30 September 2015
- Cabinet 20 October 2015
- Tenant and Leaseholder Consultation Forum (Feedback) 26 October 2015
- Adoption and implementation 02 November 2015

3.2 This timetable has allowed the AMS to be used to inform the production of the 2016/17 draft HRA revenue budget and capital programme.

3.3 A communications plan will also be developed whilst the AMS is being approved to ensure that we share the key outcomes from the adoption with tenants, key partners and other stakeholders.

3.4 Delivery of the actions required by the plan will be overseen by the HRA Business Plan Project Board, with appropriate reference for approval to other groups (CLT/Cabinet etc) as appropriate.

3.5 It is anticipated that specific actions arising from the AMS will be key drivers in the Housing Team and Service planning processes for 2016/17 and beyond.

4.0 RESOURCE COMMITMENTS

4.1 Implementing the AMS will require the right level of skills and experience, to both commission and deliver the works required, in terms of revenue maintenance / planned cyclical works, and capital improvements, as well as new build and acquisitions.

4.2 In order to ensure we have access to the right levels of capacity and skills, proposals to reorganise and restructure the Asset Management Team and the Repairs and Maintenance Team, within existing HRA resources, will be developed for consideration by CLT. Whilst these will represent a modest increase in overall staffing capacity, the proposals are designed to reflect the scale of the programme of works to be undertaken, and our ambitions to see the in house service delivery arrangements be developed to provide more opportunities for local employment and training/apprenticeship opportunities.

5.0 FINANCIAL IMPLICATIONS

5.1 The AMS indicates a need for investment of £110m over the next 30 years, which includes £85m for decent homes works and £25m for other non decency improvements. If an annual inflation rate of 2.5% is applied to these costs, year on year from 2016, it equates to a projected need of £158m over the 30 year period.

5.2 The HRA Business Plan model includes £195m of income (including 2.5% year on year inflation from 2020) to be available over the same 30 year period. The financial model has recently been updated to reflect the rent decrease announcement proposed in the Chancellors 8 July statement (1% real reduction each year for the next 4 years).

5.3 Most of the housing stock has a financially positive future, in terms of net present value.

There are however, specific blocks of poorly performing stock, including some sheltered housing schemes, and some poorly performing individual properties. It is recommended that a net present value of less than £5,000, or wider and significant strategic reasons (e.g. estate or economic regeneration) should automatically trigger a review of any future investment decision.

6.0 RECOMMENDATIONS

- 6.1 It is recommended that Policy Development Group provide feedback in respect of the key messages arising from the revised 2015-2020 HRA Asset Management Strategy that it is proposed will be submitted to Cabinet for approval on 20 October 2015.



Housing Services

Housing Revenue Account Asset Management Strategy

2015 - 2020

**Eighth Draft
16 September 2015**

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1 Executive Summary

- 1.1 The Asset Management Strategy (AMS) is one of three key strategic documents which shape the work of the Housing Service:
- **HRA Business Plan** - Provides the strategic financial and service planning framework for the Councils landlord role over the next 30 years. Contains a narrative section and a financial model section.
 - **Housing Strategy** - Provides a framework through which we assess local housing needs, and seek to meet them through the provision of affordable housing and/or support services for all tenures.
 - **Asset Management Strategy** - Provides a framework document for the maintenance and improvement of the Councils housing stock over the next 30 years. This includes disposal of poorly performing stock and acquisition of new stock to meet future needs.
- 1.2 All three documents are interlinked, and will be updated periodically in response to changes in local/national policy, and housing market conditions. Typically they plan in detail over a 5 year horizon, with forward projections provided over the next 30 years.
- 1.3 The financial details contained within the proposed AMS have been remodelled to take account of the rent increase implications of the Chancellors 8th July 2015 statement.
- 1.4 The AMS analyses the housing stock in nine geographical areas, and the system can break this down further by village/street/individual property if necessary.

The areas used are -

1. Coalville and Hugglescote;
2. Greenhill;
3. Ashby;
4. Whitwick and Thringstone;
5. Measham;
6. Oakthorpe and Donisthorpe;
7. Ibstock;
8. Castle Donington and Kegworth;
9. Appleby

These contain 37 separate villages/towns/estates.

- 1.5 The updated AMS represents a fundamental review of the 2012-15 Strategy, incorporating:
- The latest stock condition situation to 31 March 2015, incorporating £28m of decency investment in the past 3 years;
 - Current housing needs/demand, assessed from both waiting list preferences and actual bidding patterns through the choice based lettings system;
 - An assessment of future expenditure (capital and revenue) required to maintain and improve the condition of the Council's housing stock to the decent homes standard;
 - A provision for the completion of non-decency works to homes and to the external environment within the curtilage of homes, including outbuildings, garden walls, paths and fences;
 - An evaluation of the net present value of the housing stock, to identify areas or types of property, where the future income from rent will not sustain the level of investment required to maintain and improve the home over the next 30 years;
 - Use of the Chartered Institute of Housing's asset performance toolkit to carry out the assessment, which has been linked directly to our HRA business plan model;

1.6 Key outcomes from the revised AMS are:

- We have an estimated overall 30 year capital investment need for £110m, which includes £85m for decent homes works and £25m for other non decency improvements. If an annual inflation rate of 2.5% is applied to these costs, year on year from 2016, it equates to a projected need of £158m over the 30 year period;
- The HRA Business Plan model includes £195m (including 2.5% year on year inflation) to be available over the same 30 year period. This £195m is available in full;
- Most of the housing stock has a financially positive future, in terms of net present value. There are however, specific blocks of poorly performing stock, including some sheltered housing schemes, and some poorly performing individual properties. It is recommended that a net present value of less than £5,000 should automatically trigger a review of any future investment decision;
- Financial forecasts predict we have sufficient funds available to meet investment needs over the next 30 years, subject to some cash flow adjustments;

1.7 There are however, a number of caveats that need to be applied and need to therefore be incorporated into the ongoing management and development of the AMS;

- It is considered that the £25m estimation of the costs of non-decency investment is understated and this needs to be revisited on an area by area basis. It would be wise to consider a potential 30% (£8m) additional requirement;
- The year on year provision of an annual inflation rate of 2.5% is clearly not a scientific process and any higher rate of cost inflation during the next 30 years could significantly impact upon the sustainability of some of our housing stock;
- The inflation rate within the construction industry may differ to the general rate of inflation. The economic downturn from 2007-08 had a significant impact on the construction industry. The recent upturn has resulted in a shortage of labour, skills and materials that have significantly impacted upon capacity and subsequently resulted in a construction related inflation level that is estimated to have been in excess of 5% per annum more recently;
- No provision has currently been made for an improvement standard above the decent homes requirements. It is anticipated that future tenants, will have aspirations above this very basic level. If we are to maintain demand in our housing stock this will have an additional financial cost that will need to be added;
- No provision has been made for investment in any environmental improvements outside the curtilage of homes, including footpaths, fencing, or parking. This will have an additional financial cost that will need to be added;
- No provision has been made for any re-design or building upgrades within individual properties, blocks of properties or to estates. To maintain the demand in our homes over the next 30 years we will certainly need to invest in this type of improvement work and this will have an additional financial cost that will need to be added.
- There will be some properties, blocks and/or parts of estates for which the broader investment and modernisation may not be practicable or financially viable, and a decommissioning, sale and new build or re-investment replacement programme may be more appropriate;

1.8 Key issues/decisions/choices arising from the AMS:

- It is projected to be financially viable to maintain decency and tackle the backlog of non-decency works within the curtilage of our properties over the next 30 years to all of our housing stock that currently has a positive net present value;
- There is however, little financial room for manoeuvre in respect of major refurbishment and redesign of blocks, schemes and estates without generating additional income and/or reducing some costs;
- There is scope to generate additional income from the decommissioning and disposal of poorly performing properties, sheltered schemes and/or garage sites and unused HRA

land. Consideration should also be given to the future of individual properties in isolated locations for which demand may be low, and the cost of management and maintenance is relatively high;

- There is a demand for new build/acquisitions, and it is viable and would make a significant positive contribution to the overall net present value of the housing stock;
- Most corridor based sheltered housing schemes are unpopular, and we need to either invest in them to make them more attractive, or decommission them for general needs housing if practicable or redevelop them. Three schemes have already been decommissioned due to a lack of demand for this type of accommodation. The future of a further three will be reviewed by 31 December 2015 and the future of the remainder will be reviewed by 31 July 2016;
- It is proposed to decommission all communal garage and hardstanding parking areas by 31 March 2018, unless there is an exceptional set of local circumstances. The decommissioning programme is proposed as follows:
 - zero occupancy decommissioned as of 1 November 2015;
 - less than 25% occupancy by 31 March 2016
 - less than 50% occupancy by 1 October 2016
 - less than 75% occupancy by 31 March 2017
 - All remaining sites will be decommissioned by 31 March 2018 unless there is a proven demand that justifies retention.
- The decommissioning of communal garage and hardstanding sites will be undertaken alongside a review of overall parking provision on an area by area basis, and the need to potentially invest in other forms of parking provision will be incorporated within any subsequent decommissioning proposals;
- The options for each decommissioned scheme or site will be considered as follows:
 - Location and potential demand for general needs accommodation;
 - Investment need and re-design costs to utilise existing building and site for general needs accommodation;
 - Potential to demolish and utilise site for affordable housing, using one of the development models listed below:
 - RSL partner;
 - Development by external partner for NWLDC;
 - Joint venture model;
 - Developer led;
 - Design & Build;
 - Section 106;
 - Development by NWLDC direct
 - Potential to dispose of site for alternative private use and/or development.
- The key energy efficiency investment priorities under this Strategy are recommended to be:
 - Develop a minimum standard for the energy efficiency of our stock by 31 March 2016;
 - All properties to reach a minimum SAP 65 (Band D) by 2021 with interim annual targets;
 - Deliver a loft and cavity wall insulation programme by 31 March 2017. It is estimated that 1,800 properties require a loft insulation top up to 270mm, 400 properties require cavity wall insulation and 30 properties require external wall or internal insulation);
 - Deliver targeted investment programmes to address fuel poverty focusing on off gas areas and including investment in renewable energy where value for money / social benefit can be demonstrated;
 - Replace all solid fuel heating systems by 2025, prioritising off-gas areas;
 - Continue to explore the potential to roll out a Solar PV programme to a potential maximum of 1,900 properties by 2017;
 - Deliver targeted retrofit programme(s) for identified priority streets/estates (based on energy efficiency/heating costs/fuel poverty levels/vulnerability)

- Complete a thermal assessment of 1,000 previously clad properties including non-traditional properties by 31 March 2016.

1.9 The consultative process for approving the AMS has been as follows –

• Tenant and Leaseholder Consultation Forum	26 August 2015
• Housing Senior Management Team	02 September 2015
• Corporate Leadership Team	08 September 2015
• Strategy Group	15 September 2015
• Tenant and Leaseholder Consultation Forum	28 September 2015
• Policy Development Group	30 September 2015
• Cabinet	20 October 2015
• Tenant and Leaseholder Consultation Forum (Feedback)	26 October 2015
• Adoption and implementation	02 November 2015

2. Overview

2.1 Following the successful delivery of our 2012 – 2015 Asset Management Strategy, we are now embarking on an exciting programme of works to council homes and estates across North West Leicestershire covering the five year period between the current financial year, 2015-16 to 2020-21.

2.2 This Strategy provides the framework which will govern the repair, maintenance and investment in our portfolio of HRA assets and describes how this challenge will be delivered in line with our corporate objectives to ensure that people feel proud of their homes and safe in their communities.

2.3 Central to this strategy is our developing business model aimed to ensure that our investment decisions are always informed by a range of contributing factors that include:

- Current and future demand for accommodation;
- Investment costs required to meet the expectations of tenants;
- Estate and environmental impact;
- External funding opportunities;
- Maximising the effect of our investment on the local economy;
- Minimising fuel poverty for our tenants;
- Reducing carbon emissions.

2.4 As well as investing in our existing stock we anticipate that in the next five years and beyond we will also be undertaking significant activity in terms of:

- Decommissioning existing stock for which there is no demand or the necessary investment costs are prohibitive;
- Regeneration of existing stock and estates;
- Re-designation of existing stock to meet changing local demand;
- Building and/or acquiring new council homes.

2.5 Through our Asset Management Strategy and supporting activity we also aim to invest significantly in the local economy in respect of employment, skills and training and we will specifically contribute to the following Council priorities:

Pride in the community

- To enable residents feel safe in their community
- To enable residents live healthy active lifestyles
- To enable residents have pride in communities where they feel they belong

Value for Money

- To provide council services that people feel provide good value for money;

- To deliver key services that customers are happy with;
- To make people feel the Council is spending money well.

Business and Jobs

- To make the District a better place to invest, work and visit;
- To encourage businesses to locate in our District;
- To help people find suitable employment within the District.

Green Footprints Challenge

- To ensure residents and businesses are motivated to be greener;
- To ensure the Council demonstrates community leadership in being green.

3 Introduction

3.1 Within its HRA asset portfolio North West Leicestershire District Council owns 4,402 residential properties, 383 communal garages, 240 communal hard-standings and 7 shops (at 1 April 2015). This Strategy sets out how we will achieve our strategic aims to ensure that we invest wisely in this stock, having regard to the housing need of our local communities, maintenance of the Government's Decent Homes Standard and any developing local minimum housing standard, and future regeneration and development opportunities within the District. It is imperative that we maximise the use of all available funding streams, and take advantage of the opportunities presented as a result of self-financing.

3.2 The key objectives arising from this Strategy are:

- To maintain tenants homes in line with the Government's Decent Homes Standard and to develop an affordable local standard as determined by tenants;
- To create successful and sustainable communities aligned to clearly determined plans for regeneration activity and future development in the District;
- To tackle fuel poverty and improve energy efficiency and contribute to the wider environmental sustainability agenda;
- To optimise the balance between planned and responsive revenue expenditure, and ensure that repairs and maintenance activity is planned to maximise the use of resources;
- To deliver value for money and efficiency savings, where possible;
- To achieve continuous improvement in property related services through effective performance management;
- To promote Equality and Diversity through our investment plans;
- To deliver the Council's new build and regeneration programmes.

3.3 This Strategy underpins the Council's overarching Housing Strategy and has been developed in conjunction with the latest 30-year HRA Business Plan. The Strategy prioritises investment options based on structural Stock Condition Data and future housing need in the District and takes into account the opportunities presented as a result of self-financing, and the indicative funds available for the financial years from 2015 to 2045.

3.4 Our approach to the management of our HRA assets will change and develop over the next five years. Traditionally, asset management has been predominantly based around the replacement of the key elements to homes at the end of their theoretical life (component lifecycles).

3.5 The future focus of our Asset Management Strategy is to move away from this approach and to determine our investment priorities to deliver more than just component renewal on a like for like basis, but to invest in the long term future of our homes and estates.

3.6 This approach will be based on not just the technical investment need but the outcomes of our investment for individual tenants, the wider community and the District as a whole. This will place tenants and the local community at the heart of our investment decisions and strengthen our focus on local employment, social enterprises, skills training and tackling fuel poverty and carbon emissions.

3.7 The four stages of our planning and investment model are briefly outlined below:

Diagnose

- Robust stock condition data;
- Housing needs and demand analysis;
- Housing management information;
- Net present value calculations;
- Research and intelligence;
- Corporate strategies.

Plan

- Community consultation;
- Funding opportunities;
- Delivery options;
- Procurement opportunities;
- New technology solutions.

Invest

- Deliver work programmes.

Learn

- Impact evaluation;
- Customer satisfaction and feedback.

3.8 Our investment priorities will however, initially focus on six key areas as highlighted below:

- Legislative & Safety;
- Decent Homes and maintaining decency;
- District wide energy efficiency;
- Estate improvement works programmes;
- Decommissioning re-design and regeneration;
- New build.

3.9 There are a number of other specific housing strategies and policies that flow from or feed into this HRA Asset Management Strategy:

- Housing Strategy;
- Resident Involvement Strategy;
- Allocations Policy and Local Lettings Plans;
- Repairs and Maintenance Policy (including voids lettable standard);
- Aids and Adaptations Policy;
- Cyclical and Programmed Maintenance Policies;
- Service Standards;
- Asbestos Management Plan;
- Fire Risk Assessment and Management Plan;

- Risk Management Policy;
- Disposals Policy;
- Acquisitions Policy;
- Housing Procurement Policy and Plan;
- Value for Money Strategy.

4. Resident Involvement

4.1 Tenants and Leaseholders are integral to the way we conduct our business. They are involved at every level of the organisation in consultative, scrutiny and decision making capacities. We work with them to ensure that the funds to maintain and improve the properties are appropriately prioritised.

4.2 Our Resident Involvement Team work closely with our tenants and leaseholders to ensure effective and meaningful involvement. This Strategy compliments the Resident Involvement Strategy and the principles contained therein.

4.3 We will continue to pro-actively seek representational involvement of tenants and leaseholders through a variety of methods to provide the following:

- Views of the Housing service from a resident's perspective;
- Shaping policy review work;
- Contributing to procurement processes;
- Recommending and agreeing standards of service;
- Monitoring performance and continuous improvement activity.

4.4 When asked to prioritise investment options, tenants and leaseholders told us that the following areas were a priority to them:

- Security;
- Improving energy efficiency, reducing fuel poverty and carbon emissions;
- Providing modern facilities across our homes through investment in new kitchens and bathrooms;
- Investment in the wider neighbourhood environment;
- Social and economic outcomes of our investment programmes. Providing local jobs and training opportunities designed to recruit local people;
- Quality over cost to deliver a sustainable, long term future for the housing stock;
- New build.

4.5 Over the years tenants and leaseholders have emphasised that the Housing Service is of the highest priority and therefore consultation and engagement is paramount. We will continue to involve our tenants and leaseholders on the management and improvement of our services through:

- Tenants Repairs Working Group;
- Tenants and Leaseholders Consultation Forum;
- Star Surveys;
- Exit and new tenant surveys;
- Involvement in Value For Money Service Reviews;
- Mystery shopping by tenants;
- Tenant Inspectors.

4.6 Repairs Working Group

The role of the Repairs Working Group is to monitor the performance of all contractors and of the repairs and improvements services generally. The Group makes suggestions for improved ways of working and should be consulted on all appropriate policies.

The specific areas upon which they focus are:

Responsive Repairs and Voids

- Key performance indicators, and make proposals on areas where performance is not satisfactory;
- Customer satisfaction with the service as demonstrated by a range of surveys;
- Expenditure of budgets;
- Progress of any appropriate action plans.

Planned Maintenance

- Progress on current programmes;
- Future maintenance requirements;
- Future planned programmes.

Service Development

- Identify areas for improvement within current services to tenants;
- Examine proposals for service development;
- Make recommendations on action to remedy poor performance;
- Make recommendations on future performance targets;
- Assist the drive towards excellence in service delivery.

5. Partnership Working

5.1 We work with a number of other partners and organisations to deliver a wider positive impact on communities over and above the works delivered through the Capital Programme and Repairs and Maintenance.

Local external stakeholders include, but are not restricted to, the following organisations:

- Parish Councils;
- Leicestershire County Council;
- Other local social landlords;
- Police;
- Fire Service;
- Voluntary Groups and Agencies;
- Charitable Support;
- Local Primary Care Trust;
- Sure Start Children Centres;
- Citizens Advice Bureau;
- Tenants and Resident Groups throughout North West Leicestershire.

6. Our HRA Assets

- 6.1 North West Leicestershire is a predominantly rural district with an area covering 27,900 hectares (108 square miles) and council housing is available in each of the main towns and outlying villages. Ashby de la Zouch, Castle Donington and Coalville are the three main conurbations, with similar property type throughout.
- 6.2 The district shares borders with Hinckley and Bosworth, Charnwood, Rushcliffe, Erewash, South Derbyshire, Lichfield and North Warwickshire District Councils. It has grown rapidly in recent years and now comprises of over 37,000 homes of which we own and manage 4,402. The population of the district was 93,500 as at the 2011 Census, a growth of about 9,000 from the 2001 Census.
- 6.3 According to the 2011 Census the largest population was in Coalville (36,801 people) followed by Ashby de la Zouch (12,385), Castle Donington (6,350), Ibstock (5,961), Measham (5,200) and Kegworth (3,541).
- 6.4 The district is the 200th most deprived local authority in England (out of 354) but is the most deprived in Leicestershire (excluding Leicester City) with pockets of more severe deprivation concentrated in Coalville, Greenhill, Ibstock, and Measham.
- 6.5 Traditionally mining and extraction was the key employment sector in the area, prior to the closure of the majority of the pits in the 1980s and 1990s. This has been replaced by a more varied workforce including a rapidly developing logistics sector taking advantage of the districts excellent communications network with the M1 and the A42 in the district as well as East Midlands Airport. The A50 provides a link from the north of the District to Stoke on Trent and the north west of England, and in the south east to Leicester, whilst the newly dualled A453 provides a direct link to Nottingham. There are however, currently no passenger rail services in the district, and bus service provision is variable. Travel to work is dominated by the use of the car.
- 6.6 There are high concentrations of working age people in Coalville and Castle Donington, whilst older people are concentrated in the Measham/Appleby Magna area and younger people in Ashby de la Zouch and Ellistown.
- 6.7 The development of the National Forest in the district has served to not only enhance the environment for local people but to bring in tourist revenue and an enhanced reputation for the district.
- 6.8 The largest proportion of our council housing was built around the 1950's, with approximately half of the current stock built between 1945 and 1964. The majority of these homes were designed for families with some bungalows spread amongst the larger estates
- 6.9 Pre-war homes represent just under a fifth of our council housing stock and were designed to meet the needs of families, the majority of these homes are three-bed, semi-detached properties located in Coalville, Ashby, Whitwick, Thringstone, Ibstock, Ellistown, Measham and Castle Donington.
- 6.10 A significant number of non-traditional homes were built post war, using concrete and steel frame construction and some with timber cladding. The late 1960's/early 1970's saw continued building with again approximately a fifth of our current homes built during this period - mostly flats and bungalows for single people or the elderly. All but 6 of our newest homes were built in the 1970's onwards. The majority are flats and bungalows designed specifically with the elderly in mind.

- 6.11 Our HRA asset portfolio consists of 4,402 residential properties, 383 communal garages, 240 communal hard-standings and 7 shops (at 1 April 2015). These properties are spread across the District and can be found in forms ranging from substantial estates, predominantly of social housing, to numerous very small groups in every settlement, from ex-coalfield towns to attractive rural villages. All of the stock is low-rise.
- 6.12 Other significant issues surrounding the stock are the lack of mains gas infrastructure to some areas, preventing the installation of gas central heating systems, the low housing density of some estates and the general low levels of capital investment over a sustained period of time.

Property Type	No of Homes
Bedsits	88
1 Bedroom Flats	554
2 Bedroom Flats	346
3 Bedroom Flats	10
1 Bedroom House	1
2 Bedroom Houses	400
3 Bedroom Houses	2,041
4 Bedroom Houses	146
5 Bedroom Houses	5
1 Bedroom Bungalows	330
2 Bedroom Bungalows	474
3 Bedroom Bungalows	7
Total	4,402

7. Our Budgetary Provision and Investment Need

- 7.1 If we retain our current HRA asset portfolio the 30-year total investment requirement to maintain decency to each home using the Government's current Decent Homes Standard is estimated to be £84,454,823 (excluding an adjustment for inflation).
- 7.2 Over the same 30 year period the investment required to address failing elements within our homes, and their existing curtilages, that are not part of the Decent Homes Standard (fencing, walls, outbuildings, paths etc.) is estimated to be £25,421.990 (excluding an adjustment for inflation).
- 7.3 This gives a total 30 year investment need of £109,876,813 (excluding an adjustment for inflation). This investment requirement profiled against six five year investment cycles is highlighted in Table One below:

Table One

Investment	2015-20	2020-25	2025-30	2030-35	2035-40	2040-45	Total
Decency	11,232,787	14,201,226	11,973,210	16,910,835	12,865,165	17,311,600	84,454,823
Non-Decency	17,780,965	2,788,780	2,500,440	866,280	873,095	612,430	25,421,990
Total	29,013,752	16,990,006	14,473,650	17,777,115	13,738,260	17,924,030	109,876,813

7.4 Our HRA Business Plan has been revised following the Government's Budget Statement of 8 July 2015 statement, and over the same 30 year cycle, budgetary provision is sufficient to meet our projected investment needs without any additional borrowing requirements.

7.5 The budgetary provision is highlighted in Table Two below:

Table Two

Budget	2015-20	2020-25	2025-30	2030-35	2035-40	2040-45	Total
Decency	13,610,767	11,947,300	11,442,070	15,173,926	12,631,365	19,064,480	83,869,908
Non Decency	3,907,155	13,873,810	2,778,530	2,507,940	869,030	873,095	24,809,560
Planned	7,510,000	4,250,000	4,250,000	4,250,000	4,250,000	4,250,000	28,760,000
Total	25,027,922	30,071,110	18,470,600	21,931,866	17,750,395	24,187,575	137,439,468

7.6 We therefore have an estimated overall 30 year investment need for £110m, which includes £85m for decent homes works and £25m for other improvements. If an annual inflation rate of 2.5% is applied year on year to these costs it equates to a projected need of £135m.

7.7 The HRA Business Plan model indicates that this is affordable, with £137m currently predicted to be available over 30 years.

7.8 Whilst budgetary provision is available to maintain decency to our housing stock on an annual basis, delivery of the main bulk of the back-log non-decency work is budgeted for delivery during the period 2020-25.

7.9 This will enable decisions to be taken in respect of other investment requirements in terms of wider estate regeneration and re-design in areas where it may be more appropriate to undertake more broader investment programmes.

7.10 The annual and five year HRA Business Plan budgetary provision is broken down in Tables Three to Eight below:

Table Three – Cycle One

30 HRA BUSINESS PLAN	2015-16	2016-17	2017-18	2018-19	2019-20	5 Year Total
	Year 1	Year 2	Year 3	Year 4	Year 5	
Decency Budget	£4,503,900	£2,046,215	£1,084,130	£3,712,926	£2,263,596	£13,610,767
Non Decency Budget	£0	£1,246,950	£727,955	£515,580	£1,416,670	£3,907,155
Planned Investment	£1,712,000	£1,449,500	£1,449,500	£1,449,500	£1,449,500	£7,510,000
Total	£6,215,900	£4,742,665	£3,261,585	£5,678,006	£5,129,766	£25,027,922

Table Four – Cycle Two

30 HRA BUSINESS PLAN	2020-21	2021-22	2022-23	2023-24	2024-25	5 Year Total
	Year 6	Year 7	Year 8	Year 9	Year 10	
Decency Budget	£722,250	£1,403,670	£1,470,745	£4,276,790	£4,073,845	£11,947,300
Non Decency Budget	£1,072,495	£7,181,360	£5,368,340	£97,635	£153,980	£13,873,810
Planned Investment	£850,000	£850,000	£850,000	£850,000	£850,000	£4,250,000
Total	£2,644,745	£9,435,030	£7,689,085	£5,224,425	£5,077,825	£30,071,110

Table Five – Cycle Three

30 HRA BUSINESS PLAN	2025-26	2026-27	2027-28	2028-29	2029-30	5 Year Total
	Year 11	Year 12	Year 13	Year 14	Year 15	
Decency Budget	£1,779,210	£1,314,871	£1,285,765	£3,398,064	£3,664,160	£11,442,070
Non Decency Budget	£14,230	£1,612,655	£1,042,695	£29,955	£78,995	£2,778,530
Planned Investment	£850,000	£850,000	£850,000	£850,000	£850,000	£4,250,000
Total	£2,643,440	£3,777,526	£3,178,460	£4,278,019	£4,593,155	£18,470,600

Table Six – Cycle Four

30 HRA BUSINESS PLAN	2030-31	2031-32	2032-33	2033-34	2034-35	5 Year Total
	Year 16	Year 17	Year 18	Year 19	Year 20	
Decency Budget	£1,803,027	£1,762,565	£1,345,394	£3,557,725	£6,705,215	£15,173,926
Non Decency Budget	£10,250	£1,158,555	£1,181,245	£111,300	£46,590	£2,507,940
Planned Investment	£850,000	£850,000	£850,000	£850,000	£850,000	£4,250,000
Total	£2,663,277	£3,771,120	£3,376,639	£4,519,025	£7,601,805	£21,931,866

Table Seven – Cycle Five

30 HRA BUSINESS PLAN	2035-36	2036-37	2037-38	2038-39	2039-40	5 Year Total
	Year 21	Year 22	Year 23	Year 24	Year 25	
Decency Budget	£4,819,130	£1,044,175	£784,590	£3,112,760	£2,870,710	£12,631,365
Non Decency Budget	£2,750	£343,405	£368,240	£118,250	£36,385	£869,030
Planned Investment	£850,000	£850,000	£850,000	£850,000	£850,000	£4,250,000
Total	£5,671,880	£2,237,580	£2,002,830	£4,081,010	£3,757,095	£17,750,395

Table Eight – Cycle Six

30 HRA BUSINESS PLAN	2040-41	2041-42	2042-43	2043-44	2044-45	5 Year Total
	Year 26	Year 27	Year 28	Year 29	Year 30	
Decency Budget	£1,543,190	£3,457,555	£1,880,950	£5,371,770	£6,811,015	£19,064,480
Non Decency Budget	£233,735	£188,190	£440,100	£8,670	£2,400	£873,095
Planned Investment	£850,000	£850,000	£850,000	£850,000	£850,000	£4,250,000
Total	£2,626,925	£4,495,745	£3,171,050	£6,230,440	£7,663,415	£24,187,575

8. Investment Profile

8.1 It is proposed that our future investment plans would be most effectively delivered aligned to nine locally recognised geographical areas within the District. These are focused around:

1. Coalville and Hugglescote;
2. Greenhill;
3. Ashby;
4. Whitwick and Thringstone;
5. Measham;
6. Oakthorpe and Donisthorpe;
7. Ibstock;
8. Castle Donington and Kegworth;
9. Appleby Magna.

8.2 There are 37 estates and villages contained within the 9 housing areas, ranging from the more urban settings of Ashby, Coalville, Greenhill and Castle Donington to more rural villages such as Coleorton, Long Whatton and Tonge.

8.3 The tables immediately below indicate the average Net Present Value per property over the next 30 years of the Council's housing stock in each of these estates and villages by street. Specific areas of poorly performing stock include some sheltered housing, and individual properties that have not yet benefited from any Decent Homes work. It is recommended that for any property or group of properties a Net Present Value of less than £5,000 should automatically trigger a review of any future investment decision.

The tables in the remainder of Section 8 indicate the investment need by street, estate/village and housing area. In each of these tables the columns reference time periods as follows: 1 = 2015-20, 2 = 2020-25, 3 = 2025-30, 4 = 2030-35 5 = 2035-40 and 6 = 2040-45.

Housing Area One – Coalville and Hugglescote

Coalville

ADDRESS	NPV
BARDON ROAD	-£7,567
CENTRAL COURT	£10,759
OXFORD STREET	£19,433
MARLBOROUGH FLATS	£23,012
BUCKINGHAM ROAD	£24,787
COLLEGE CLOSE	£25,507
BAKEWELL STREET	£25,610

BAKEWELL COURT	£25,633
HIGHFIELD STREET	£26,101
PARK ROAD	£26,822
WESTERN AVENUE	£27,039
MARGARET STREET	£28,655
BLACKWOOD	£28,732
NEW STREET	£31,009
MEADOW LANE	£31,370
SHARPLEY AVENUE	£31,977
QUEEN STREET	£33,443
KING STREET	£33,536
PRINCE STREET	£34,243
CHARLES STREET	£35,270
AVENUE ROAD	£35,609
WYGGESTON ROAD	£35,914
BROUGHTON STREET	£36,101
RAVENSTONE ROAD	£38,758

Hugglescote

ADDRESS	NPV
ST MARYS COURT	-£4,337
STATION ROAD	£8,574
FAIRFIELD COURT	£12,411
ST MARYS AVENUE	£19,147

Housing Area Two – Greenhill

Greenhill

ADDRESS	NPV
GREENACRE	-£33,550
WATERWORKS ROAD	-£6,906
WILLN CLOSE	£14,221
LINFORD CRESCENT	£14,607
VERDON CRESCENT	£16,251
BLACKBROOK COURT	£16,298
HAMILTON ROAD	£20,191
CLARKE ROAD	£22,006
GREENHILL ROAD	£22,199
CHARNBOROUGH ROAD	£24,310
BLACKBROOK DRIVE	£26,141
NORTHFIELD DRIVE	£27,365
HASLYN WALK	£27,626
WOODHOUSE ROAD	£28,571
GARENDON ROAD	£29,054
BRADGATE DRIVE	£29,173
SWITHLAND ROAD	£30,155
CROPSTON DRIVE	£30,220
SMITH CRESCENT	£30,519

ST IVES	£30,876
CHESTNUT GROVE	£31,176
HALLGATE	£32,507
PELDAR PLACE	£32,800
BEACON CRESCENT	£33,247
QUORN CRESCENT	£33,382
LONGCLIFFE ROAD	£35,874
ROWAN AVENUE	£36,473
MAPLEWELL	£36,897

Housing Area Three – Ashby

Ashby

ADDRESS	NPV
MORETON WALK	£15,103
GRIFFITH GARDENS	£18,572
MILL BANK	£18,923
HOOD COURT	£19,760
MUSSON DRIVE	£20,310
BRIDGE PLACE	£21,336
PITHIVIERS CLOSE	£24,439
CLARIDGE PLACE	£25,700
SMEDLEY CLOSE	£25,898
MOIRA ROAD	£25,944
WILFRED PLACE	£26,337
WESTFIELD TERRACE	£27,283
RIDGWAY ROAD	£27,358
ABBAY DRIVE	£32,514
INGLE DRIVE	£33,231
DERBY ROAD	£33,872
SMISBY ROAD	£34,371
BOWKER CRESCENT	£34,518
PRESTOP DRIVE	£34,778
ABBAY CLOSE	£34,955
WESTFIELD AVENUE	£35,162
ATKINSON ROAD	£35,453
BAKER AVENUE	£35,759
IVANHOE DRIVE	£36,192
NORTHFIELDS	£36,381
CLIFTON AVENUE	£38,065
HOLYWELL AVENUE	£38,237
TAMWORTH ROAD	£38,757
STALEY AVENUE	£39,282
BURTON ROAD	£39,412
KING GEORGE AVENUE	£40,537

Housing Area Four – Whitwick and Thringstone

Normanton Le Heath

ADDRESS	NPV
MAIN STREET	£30,804

Packington

ADDRESS	NPV
SPRING LANE	£38,572
NORMANTON ROAD	£40,926

Ravenstone

ADDRESS	NPV
JENNY LANE	£10,268
WASH LANE	£15,573
LEICESTER ROAD	£26,810
RAVENSLEA	£34,196

Thringstone

ADDRESS	NPV
KELSO COURT	£17,547
GRACEDIEU ROAD	£23,363
ELGIN WALK	£23,808
CLYDE COURT	£25,891
SHREWSBURY WALK	£27,052
MELROSE ROAD	£27,131
DALKEITH WALK	£28,018
LOUGHBOROUGH ROAD	£29,365
HENSONS LANE	£31,808
MAIN STREET	£35,046

Whitwick

ADDRESS	NPV
LEICESTER ROAD	£9,919
CHURCH LANE	£12,877
THE PINES	£15,258
HERMITAGE COURT	£15,380
BONCHURCH CLOSE	£15,551
PARK VIEW	£16,232
VICARAGE STREET	£18,424
BONCHURCH ROAD	£18,561
SMITH COURT	£20,398
SILVER STREET	£24,974
HOWE COURT	£25,047
TALBOT STREET	£26,500
ST BERNARDS ROAD	£28,113

BIRCH AVENUE	£29,406
HASTINGS AVENUE	£29,783
GEORGE STREET	£30,232
HOWE ROAD	£32,092
GREEN LANE	£32,779
HALL LANE	£33,761
HOLLY HAYES ROAD	£33,996
BEAUMONT ROAD	£34,377

Housing Area Five - Measham

Measham

ADDRESS	NPV
QUEENSWAY HOUSE	-£30,180
WOODFIELD	£21,712
DYSONS CLOSE	£22,263
RAVEN CLOSE	£26,213
WESLEY HILLMAN COURT	£26,292
BUZZARD CLOSE	£26,903
NORTH WALK	£27,020
RAILWAY TERRACE	£27,154
WHINCHAT COURT	£27,887
SISKIN CLOSE	£28,057
SKYLARK CLOSE	£29,464
PINTAIL COURT	£29,467
WIGEON DRIVE	£30,041
WILKES AVENUE	£30,305
PEREGRINE CLOSE	£30,405
EAGLE CLOSE	£30,935
MALLARD CLOSE	£30,979
PIPIT CLOSE	£31,458
NEW STREET	£32,440
HIGH STREET	£33,801

Housing Area Six – Oakthorpe and Donisthorpe

Albert Village

ADDRESS	NPV
THE CLOSE	£23,730
COVERT PLACE	£28,159
OCCUPATION ROAD	£37,088

Blackfordby

ADDRESS	NPV
BUTT LANE	£32,138
ELSTEAD LANE	£39,075
HEATH LANE	£34,668
NORTH CLOSE	£33,352
SOUTH CLOSE	£31,048
STRAWBERRY LANE	£27,845
WELL LANE	£37,003

Donisthorpe

ADDRESS	NPV
IVY CLOSE	£20,569
TALBOT PLACE	£23,591
ACRESFORD ROAD	£25,560
JUBILEE TERRACE	£27,137
NEW STREET	£28,761
RAMSCLIFF AVENUE	£31,904

Moira

WOULDS COURT	-£29,001
SYCAMORE DRIVE	-£2,969
CHERRY TREE COURT	£11,464
WOODLANDS WAY	£20,358
PINE COURT	£27,644
ELM GROVE	£28,158
SWEETHILL	£29,593
BLACKFORDBY LANE	£31,019
FIR TREE WALK	£32,778
WILLOW CLOSE	£33,507
ROWAN CLOSE	£34,188
ASHFIELD DRIVE	£34,981
CORONATION AVENUE	£36,714
NORRIS HILL	£36,867

Oakthorpe

ADDRESS	NPV
CHAPEL STREET	£21,238
MEASHAM ROAD	£28,123
SCHOOL STREET	£29,299
STRETTON VIEW	£29,774

Overseal

ADDRESS	NPV
SPRING COTTAGE	£34,434

Housing Area Seven – Ibstock

Ellistown

ADDRESS	NPV
IBSTOCK ROAD	£21,287
KENDAL ROAD	£21,899
ST CHRISTOPHERS ROAD	£27,413
KENDAL PLACE	£30,380
EAST CRESCENT	£32,726

Heather

ADDRESS	NPV
SPARKENHOE ESTATE	£31,380
ST JOHNS CLOSE	£37,006
RAVENSTONE ROAD	£40,578

Ibstock

ADDRESS	NPV
WESTGATE	-£31,904
MELBOURNE ROAD	£17,446
HINCKLEY ROAD	£18,089
WEST WALK	£19,863
CENTRAL AVENUE	£20,070
SPRINGFIELD CLOSE	£20,137
EAST WALK	£24,926
JACQUES STREET	£25,922
FAIRFIELD	£26,898
SUNNYSIDE ESTATE	£26,948
BERNARD CLOSE	£27,932
PENISTONE STREET	£28,176
DEEPDALE CLOSE	£28,391
CHURCH VIEW	£28,441
CURZON STREET	£28,463
CHAPEL STREET	£29,100
PRETORIA ROAD	£29,137
HARRATTS CLOSE	£30,204
SPRING ROAD	£31,389
ELIZABETH AVENUE	£32,284
MEADOW WALK	£33,507
GRANGE ROAD	£34,019
LEICESTER ROAD	£35,443
BROOKSIDE CRESCENT	£36,124

Housing Area Eight – Castle Donington and Kegworth

Belton

ADDRESS	NPV
MARKET PLACE	£27,342
THOMPSONS AVENUE	£33,840
REMPSTONE ROAD	£35,035
SADLERS WELLS	£35,527
PRESENTS LANE	£35,804
SCHOOL LANE	£38,444
CHURCH STREET	£39,395
TYLERS ROAD	£41,568

Breedon on the Hill

ADDRESS	NPV
THE CRESCENT	£30,620
ASHBY ROAD	£35,268
DOVECOTE	£40,736

Castle Donington

ADDRESS	NPV
WAKEFIELD COURT	£2,688
THE BIGGIN	£20,604
CHARNWOOD AVENUE	£23,842
HALLAM FIELDS	£23,982
PARK AVENUE	£26,253
BARROON	£29,390
CLAPGUN STREET	£30,598
EATON ROAD	£34,156
GARDEN CRESCENT	£34,854
BOSWORTH ROAD	£35,159
SHIELDS CRESCENT	£35,669
CEDAR ROAD	£36,042
ST EDWARDS ROAD	£36,356
HARVEY ROAD	£36,512
STARKIE AVENUE	£36,648
VICTORIA STREET	£36,945
HASTINGS STREET	£38,234
MOIRA DALE	£38,348
WINDMILL CLOSE	£38,355
STONEHILL	£39,223
EASTWAY	£39,800

Coleorton

ADDRESS	NPV
THE MOORLANDS	£21,034

Diseworth

ADDRESS	NPV
THE BOWLEY	£26,401
CLEMENTS GATE	£31,763
THE GREEN	£37,438
PAGE LANE	£38,479

Hemington

ADDRESS	NPV
LOCKINGTON LANE	£38,512
STATION ROAD	£38,800
MAIN STREET	£45,859

Kegworth

ADDRESS	NPV
NORMAN COURT	£9,150
JEFFARES CLOSE	£19,130
MOUNT PLEASANT FLATS	£23,510
WINSER COURT	£25,099
GARDEN ROW	£27,192
TOM'S COURT	£27,874
MOORE AVENUE	£29,345
ST ANDREWS RISE	£29,981
THOMAS ROAD	£32,901
KIRK AVENUE	£33,634
SIDELEY	£33,747
WHATTON ROAD	£33,921
WYVELLE CRESCENT	£34,944
MILL LANE	£36,119
QUEENS ROAD	£37,143
SUTTON ROAD	£38,547
BOROUGH STREET	£38,639
BULSTRODE PLACE	£40,271

Lockington

ADDRESS	NPV
HEMINGTON LANE	£39,683
DALEACRE AVENUE	£43,768

Long Whatton

ADDRESS	NPV
BARNFIELD CLOSE	£28,130
THE GREEN	£31,024
MAIN STREET	£31,186
SMITHY LANE	£33,530
HATHERN ROAD	£35,443

Newbold Coleorton

ADDRESS	NPV
WORTHINGTON LANE	£31,093
CLOUD HILL VIEW	£32,469

Osgathorpe

ADDRESS	NPV
MAIN STREET	£25,509
DAWSONS ROAD	£28,359
ASHBY ROAD	£35,175

Swannington

ADDRESS	NPV
WINDMILL VIEW	£31,765
FOAN HILL	£33,538
ST GEORGES HILL	£34,312

Tonge

ADDRESS	NPV
PETERS CLOSE	£33,732

Worthington

ADDRESS	NPV
ST MATTHEWS AVE	£28,307

Housing Area Nine – Appleby

Appleby Magna

ADDRESS	NPV
PARKFIELD CRESCENT	£24,531
MEASHAM ROAD	£35,130

Newton Burgoland

ADDRESS	NPV
THE GREEN	£8,439
DAMES LANE	£17,907
THE PINFOLD	£29,027

Snarestone

ADDRESS	NPV
MAIN STREET	£21,738
QUARRY LANE	£30,165
MEASHAM ROAD	£40,676

Swepstone

ADDRESS	NPV
MAIN STREET	£27,493

Housing Area One – Coalville and Hugglescote

8.4 This housing area consists of 385 properties located in Coalville and Hugglescote.

The total 30 year capital investment requirement is:

- Decency £6,902,682
- Non- Decency £2,481,525
- Total £9,384,207

The average investment need per property equates to £24,374 over the 30 year period.

COALVILLE: 274 Properties

	1	2	3	4	5	6	Totals
AVENUE ROAD	18,955	101,350	99,171	64,500	168,100	149,500	601,576
30 Properties	64,925	31,630	35,275	35,110	7,700	4,600	179,240
BAKEWELL COURT	7,335	68,540	67,270	89,200	27,200	54,200	313,745
17 Properties	23,840	11,800	6,075	7,750	0	0	49,465
BAKEWELL STREET	1,910	20,730	18,070	27,100	5,800	15,700	89,310
5 Properties	11,085	4,900	500	2,250	0	0	18,735
BARDON ROAD	2,025	5,175	1,200	0	0	10,200	18,600
1 Property	7,510	0	625	0	0	0	8,135
BLACKWOOD	58,020	20,100	9,100	70,690	4,100	35,490	197,500
10 Properties	36,850	2,550	2,300	300	1,200	4,900	48,100
BROUGHTON ST	24,840	35,320	45,440	66,690	142,900	86,100	401,290
23 Properties	78,655	12,350	24,825	17,690	7,900	2,550	143,970
BUCKINGHAM RD	0	7,200	74,100	0	19,500	0	100,800
6 Properties	5,615	11,180	4,200	4,500	1,320	0	26,815
CENTRAL COURT	89,720	28,400	36,840	77,700	19,350	231,700	483,710
29 Properties	202,940	14,470	40,400	24,500	109,660	21,000	412,970
CHARLES STREET	25,850	14,500	12,600	40,350	14,450	45,300	153,050
8 Properties	37,335	6,530	2,930	0	0	4,900	51,695
COLLEGE CLOSE	4,800	2,000	0	92,050	17,600	30,900	147,350
9 Properties	11,420	8,200	1,675	0	110	660	22,065

HIGHFIELD ST	0	6,900	0	10,700	1,500	14,200	33,300
2 Properties	10,070	1,500	250	0	0	2,000	13,820
KING STREET	14,100	28,865	14,650	12,800	44,100	40,800	153,315
9 Properties	18,755	2,100	25,705	750	0	0	47,310
MARGARET ST	33,885	72,550	19,431	58,100	31,400	94,750	310,116
18 Properties	29,985	22,820	14,740	3,700	0	0	71,245
MARLB'GH FL	20,520	41,600	20,100	24,400	55,840	30,600	193,060
9 Properties	8,735	13,530	13,185	1,500	0	300	37,250
MEADOW LANE	29,675	42,555	18,525	89,550	28,050	26,395	234,750
12 Properties	69,305	2,300	4,380	0	300	5,600	81,885
NEW STREET	2,600	19,750	6,400	11,400	4,100	10,700	54,950
23 Properties	7,560	900	5,150	0	0	1,350	14,960
OXFORD STREET	9,110	24,610	7,050	34,850	4,550	8,900	89,070
4 Properties	16,475	2,160	5,600	0	0	0	24,235
PARK ROAD	1,310	2,750	9,650	3,500	0	3,800	21,010
1 Property	525	0	3,160	910	750	0	5,345
PRINCE STREET	0	16,775	7,600	12,800	12,200	23,400	72,775
4 Properties	13,150	2,600	5,925	0	0	0	21,675
QUEEN STREET	16,200	34,050	31,890	0	21,200	77,300	180,640
9 Properties	29,860	3,750	13,800	1,450	750	0	49,610
RAVENSTONE RD	30,730	18,700	59,300	125,250	45,300	39,000	318,280
17 Properties	29,210	10,250	49,965	6,150	6,160	11,000	112,735
SHARPLEY AVE	61,850	72,250	40,570	40,150	32,500	102,750	350,070
17 Properties	54,945	9,400	21,045	2,150	0	0	87,540
WESTERN AVE	54,750	50,200	18,510	63,800	23,100	15,800	226,160
13 Properties	14,650	0	55,130	750	1,400	0	71,930
WYGGESTON RD	4,400	39,390	14,140	25,500	12,300	66,200	161,930
9 Properties	27,230	0	17,925	5,825	0	0	50,980

HUGGLESCOTE: 111 Properties

	1	2	3	4	5	6	Totals
FAIRFIELD COURT	162,000	4,800	128,675	136,500	63,725	107,100	602,800
36 Properties	83,345	23,285	70,065	250	117,000	10,600	304,545
ST MARYS AVENUE	4,500	379,650	106,800	351,050	85,000	95,350	1,022,350
50 Properties	237,080	78,575	1,125	0	0	0	316,780
ST MARYS COURT	74,200	0	21,350	123,950	55,525	43,000	318,025
19 Properties	39,230	7,785	44,550	0	76,000	23,000	190,565
STATION ROAD	2,300	13,950	0	8,700	15,800	12,400	53,150
6 Properties	14,900	675	250	0	0	2,100	17,925

8.5 In 2014-15 there were 41 void properties that became available in Coalville and 10 in Hugglescote that generated 2,233 and 29 bids respectively. Demand for this area is therefore extremely positive.

8.6 The bidding analysis for 2014-15 is broken down in the table below:

Property Type	Coalville	Hugglescote
1 Bed Bungalow	199	N/A
1 Bed Flat	520	18
2 Bed Bungalow	208	10
2 Bed Flat	200	1
2 Bed House	648	N/A
2 Bed Maisonette	25	N/A
3 Bed Bungalow	10	N/A
3 Bed House	376	N/A
3 Bed Maisonette	3	N/A
3 Bed Parlour House	21	N/A
Studio Flat	23	N/A
Total	2,233	29

Housing Area Two – Greenhill

8.7 This housing area consists of 704 properties located in Greenhill (including Linford and Verdon Crescents).

8.8 The total 30 year capital investment requirement is:

- Decency £14,852,136
- Non- Decency £3,530,685
- Total £18,382,821

8.9 The average investment need per property equates to £26,112 over the 30 year period.

GREENHILL: 704 properties

	1	2	3	4	5	6	Totals
BEACON CRESCENT	109,875	54,600	29,700	65,100	127,500	62,200	448,975
22 Properties	72,680	10,640	7,700	0	2,500	1,400	94,920
BLACKBROOK COURT	27,225	129,925	46,100	112,850	107,800	100,000	523,900
25 Properties	27,955	16,605	4,075	110	0	2,800	51,545
BLACKBROOK DRIVE	16,350	3,600	11,400	18,900	25,750	21,600	97,600
5 Properties	7,395	2,500	1,075	700	2,100	0	13,770
BRADGATE DRIVE	819,131	472,800	271,145	316,450	470,100	374,100	2,723,726
120 Properties	482,235	52,225	18,050	6,100	4,250	10,170	573,030
CHARNBOROUGH ROAD	33,056	25,350	6,900	31,600	14,350	29,900	141,156
7 Properties	25,610	0	2,475	400	2,260	3,500	34,245

CHESTNUT GROVE	62,498	30,690	45,440	82,800	32,900	62,600	316,928
16 Properties	58,485	6,045	3,600	1,500	0	7,700	77,330
CLARKE ROAD	83,545	93,700	22,800	79,800	93,500	87,600	460,945
20 Properties	80,380	825	1,975	0	0	1,400	84,580
CROPSTON DRIVE	231,565	315,225	136,450	301,250	52,250	255,200	1,291,940
56 Properties	255,600	12,390	29,900	6,705	220	630	305,445
GARENDON ROAD	155,800	62,025	50,800	95,650	98,500	104,550	567,325
25 Properties	102,060	1,800	4,415	600	0	2,800	111,675
GREENACRE	185,230	88,921	10,450	55,925	2,300	0	342,826
21 Properties	146,385	33,050	23,450	0	0	0	202,885
GREENHILL ROAD	6,250	21,700	2,000	6,500	0	14,600	51,050
3 Properties	22,685	750	250	0	0	0	23,685
HALLGATE	79,550	22,500	56,700	65,300	77,300	52,100	353,450
18 Properties	54,145	7,100	12,675	2,100	1,120	750	77,890
HAMILTON ROAD	48,920	93,740	79,465	66,785	42,100	82,500	413,510
24 Properties	83,015	700	2,125	0	1,700	7,900	95,440
HASLYN WALK	99,595	49,360	50,785	177,200	134,150	116,500	627,590
34 Properties	105,305	250	12,350	2,150	2,050	10,500	132,605
LINFORD CRESCENT	59,330	259,090	519,090	440,975	282,075	180,900	1,741,460
94 Properties	302,955	77,585	11,375	18,675	20,700	0	431,290
LONGCLIFFE ROAD	34,300	7,500	7,900	33,700	52,350	34,300	170,050
9 Properties	23,350	0	1,000	0	4,200	2,100	30,650
MAPLEWELL	27,525	4,800	27,300	12,900	79,950	191,250	343,725
19 Properties	88,780	6,900	7,175	750	12,650	13,350	129,605
NORTHFIELD DRIVE	168,734	91,520	63,170	293,380	42,240	200,100	859,144
42 Properties	197,765	7,400	8,800	1,900	0	25,200	241,065
PELDAR PLACE	45,409	34,800	19,500	95,800	42,850	34,400	272,759
14 Properties	67,690	10,030	6,100	2,400	400	8,200	94,820
QUORN CRESCENT	43,435	21,450	18,250	67,300	10,680	68,390	229,505
12 Properties	38,000	15,685	5,125	4,200	700	8,300	72,010
ROWAN AVENUE	51,485	21,400	24,500	78,000	25,500	30,100	230,985
12 Properties	51,890	5,500	1,950	5,790	0	3,500	68,630
SMITH CRESCENT	123,075	151,700	47,700	73,200	49,800	72,950	518,425
24 Properties	87,880	13,245	1,225	0	0	6,300	108,650
ST IVES	76,900	26,600	44,440	60,000	59,400	67,900	335,240
17 Properties	63,290	1,850	13,250	0	300	0	78,690
SWITHLAND ROAD	51,575	13,500	32,600	20,500	38,250	38,000	194,425
9 Properties	30,690	9,150	1,900	700	0	0	42,440
VERDON CRESCENT	12,445	112,410	301,050	261,900	88,500	75,100	851,405
42 Properties	129,435	43,715	15,810	5,000	11,550	3,300	208,810
WATERWORKS ROAD	600	30,765	1,200	1,765	4,400	18,800	57,530
3 Properties	11,990	3,050	825	400	0	0	16,265
WILLN CLOSE	111,750	13,525	23,200	68,100	85,500	85,850	387,925
17 Properties	43,740	700	1,975	140	0	0	46,555
WOODHOUSE ROAD	68,337	50,000	17,100	117,400	22,400	23,400	298,637
14 Properties	66,360	2,550	1,550	4,000	0	7,700	82,160

8.10 In 2014-15 there were 16 void properties that became available in Greenhill that generated 828 bids. Demand for this area is therefore extremely positive.

8.11 The bidding analysis for 2014-15 is broken down in the table below:

Property Type	Greenhill
1 Bed Bungalow	90
1 Bed Flat	41
2 Bed Bungalow	169
2 Bed Flat	14
2 Bed House	144
3 Bed House	300
3 Bed Parlour House	70
Total	828

Housing Area Three – Ashby

8.12 This housing area consists of 504 properties located in Ashby.

8.13 The total 30 year capital investment requirement is:

- Decency £10,671,016
- Non- Decency £3,394,410
- Total £14,065,426

8.14 The average investment need per property equates to £27,907 over the 30 year period.

ASHBY-DE-LA-ZOUCH: 504 Properties

	1	2	3	4	5	6	Totals
ABBEY CLOSE	114,790	54,520	46,900	108,800	94,600	97,800	517,410
25 Properties	109,265	30,615	15,975	4,500	750	2,600	163,705
ABBEY DRIVE	102,110	147,415	168,520	164,530	144,600	198,350	925,525
45 Properties	191,515	115,775	24,810	17,050	1,000	16,800	366,950
ATKINSON ROAD	21,315	10,825	12,950	12,550	7,600	19,200	84,440
5 Properties	24,260	7,100	1,075	0	0	2,100	34,535
BAKER AVENUE	32,780	157,745	58,170	47,900	90,960	74,550	462,105
20 Properties	102,385	21,110	17,140	3,895	9,100	300	153,930
BOWKER CRESCENT	10,335	11,500	0	0	6,500	14,100	42,435
2 Properties	10,060	1,400	1,625	0	0	0	13,085
BRIDGE PLACE	700	28,695	25,900	10,800	34,900	10,700	111,695
6 Properties	14,075	25,270	1,750	0	0	0	41,095
BURTON ROAD	17,710	36,960	57,325	26,800	32,500	47,500	218,795
11 Properties	46,470	20,240	6,125	0	9,450	0	82,285
CLARIDGE PLACE	14,800	15,600	22,000	146,600	188,300	102,700	490,000
27 Properties	43,135	0	2,625	0	4,500	0	50,260

CLIFTON AVENUE	4,700	21,400	8,400	9,400	53,650	47,050	144,600
7 Properties	32,360	11,105	10,850	5,545	3,000	0	62,860
DERBY ROAD	0	1,200	0	6,700	600	8,150	16,650
1 Property	2,355	0	125	0	0	750	3,230
GRIFFITH GARDENS	5,980	67,805	15,540	15,300	39,100	31,700	175,425
8 Properties	36,570	3,795	4,075	750	0	0	45,190
HOLYWELL AVENUE	14,750	34,700	15,300	51,100	100,800	105,350	322,000
16 Properties	66,005	31,770	11,575	4,910	9,000	3,340	126,600
HOOD COURT	26,245	7,325	71,030	134,010	112,800	163,100	514,510
31 Properties	91,565	32,775	61,000	14,250	93,000	40,950	333,540
INGLE DRIVE	69,910	31,920	77,885	118,700	47,500	91,300	437,215
22 Properties	104,300	38,605	14,575	2,150	0	17,330	176,960
IVANHOE DRIVE	36,165	14,685	13,900	63,100	67,550	48,900	244,300
13 Properties	87,900	17,210	8,725	0	400	9,100	123,335
KING GEORGE AVENUE	2,750	19,300	0	13,800	57,750	40,250	133,850
7 Properties	31,860	19,930	4,725	0	1,500	0	58,015
MILL BANK	66,545	169,905	41,341	61,500	120,900	163,300	623,491
26 Properties	135,830	17,540	12,160	3,180	1,720	700	171,130
MOIRA ROAD	0	1,200	9,200	0	21,455	6,250	38,105
2 Properties	9,825	3,200	2,100	1,200	700	700	17,725
MORETON WALK	44,310	97,780	10,600	33,800	40,200	39,050	265,740
11 Properties	55,510	500	625	710	0	0	57,345
MUSSON DRIVE	3,500	33,700	7,650	25,700	13,700	21,400	105,650
5 Properties	17,660	1,400	4,390	0	0	2,100	25,550
NORTHFIELDS	15,900	13,200	13,200	74,025	86,600	59,050	261,975
15 Properties	54,400	21,920	16,020	2,590	8,250	9,100	112,280
PITHIVIERS CLOSE	18,210	76,940	266,940	309,600	359,260	190,400	1,221,350
56 Properties	217,730	32,425	11,720	6,700	0	0	268,575
PRESTOP DRIVE	110,575	51,245	80,730	74,850	51,085	86,000	454,485
11 Properties	119,275	4,000	13,650	2,650	0	7,700	147,275
RIDGWAY ROAD	247,570	288,025	203,090	152,800	146,250	109,000	1,146,735
56 Properties	197,470	31,765	46,575	7,060	0	3,500	286,370
SMEDLEY CLOSE	44,400	79,650	36,150	59,200	65,700	25,700	310,800
16 Properties	84,540	2,150	11,880	0	700	0	99,270
SMISBY ROAD	0	1,200	1,200	105	15,400	25,000	42,905
2 Properties	7,220	5,100	375	1,500	1,500	400	16,095
STALEY AVENUE	40,810	83,870	53,800	69,500	183,620	50,200	481,800
28 Properties	69,370	3,000	84,500	7,655	3,500	750	168,775
TAMWORTH ROAD	3,500	4,450	7,635	0	2,300	2,300	20,185
1 Property	5,685	700	750	750	0	0	7,885
WESTFIELD AVENUE	51,125	46,800	85,625	83,250	32,200	79,500	378,500
20 Properties	97,555	4,000	15,600	750	660	13,300	131,865
WESTFIELD TERRACE	23,490	8,020	13,350	6,700	2,400	21,600	75,560
3 Properties	16,615	0	250	0	0	0	16,865
WILFRED PLACE	900	6,000	20,840	23,225	63,700	25,600	140,265
6 Properties	14,825	8,065	2,620	5,420	900	0	31,830

8.15 In 2014-15 there were 45 void properties that became available in Ashby that generated 1,959 bids. Demand for this area is therefore extremely positive.

8.16 The bidding analysis for 2014-15 is broken down in the table below:

Property Type	Ashby
1 Bed Bungalow	179
1 Bed Flat	142
1 Bed House	555
2 Bed Bungalow	260
2 Bed Flat	71
2 Bed House	346
3 Bed House	318
3 Bed Parlour House	63
4 Bed House	15
Total	1,959

Housing Area Four – Whitwick and Thringstone

8.17 This housing area consists of 587 properties located in Normanton Le Heath, Packington, Ravenstone, Thringstone and Whitwick.

8.18 The total 30 year capital investment requirement is:

- Decency £12,114,893
- Non- Decency £3,365,030
- Total £15,479,923

8.19 The average investment need per property equates to £26,371 over the 30 year period.

NORMANTON LE HEATH: 6 Properties

	1	2	3	4	5	6	Totals
MAIN STREET	31,700	19,200	12,175	24,000	9,000	17,200	113,275
6 Properties	32,665	1,650	3,625	0	0	0	37,940

PACKINGTON: 4 Properties

	1	2	3	4	5	6	Totals
NORMANTON ROAD	5,905	19,950	1,800	2,000	11,400	15,600	56,655
3 Properties	13,910	2,875	250	0	0	1,400	18,435
SPRING LANE	3,010	4,700	0	10,950	0	4,500	23,160
1 Property	6,825	0	425	0	0	0	7,250

RAVENSTONE: 59 Properties

	1	2	3	4	5	6	Totals
JENNY LANE	10,685	12,800	1,200	27,500	3,700	11,100	66,985
4 Properties	26,945	900	375	0	0	0	28,220
LEICESTER ROAD	8,525	25,665	4,400	0	4,800	45,100	88,490
2 Properties	26,785	6,800	5,875	0	0	400	39,860
RAVENSLEA	192,915	136,400	33,925	190,500	118,850	242,825	915,415
48 Properties	208,520	22,500	6,930	2,835	1,900	18,500	261,185

WASH LANE	17,260	10,700	15,770	23,700	4,100	15,300	86,830
5 Properties	34,585	475	2,205	2,300	0	0	39,565

THRINGSTONE: 199 Properties

	1	2	3	4	5	6	Totals
CLYDE COURT	26,500	99,000	27,050	42,200	13,800	43,900	252,450
12 Properties	51,535	17,680	1,250	3,000	0	0	73,465
DALKEITH WALK	20,630	91,050	31,170	37,900	19,300	33,100	233,150
12 Properties	50,950	7,175	2,470	4,750	0	0	65,345
ELGIN WALK	15,150	57,600	20,500	31,800	7,600	28,500	161,150
8 Properties	39,170	0	375	0	0	0	39,545
GRACEDIEU ROAD	22,440	3,600	9,000	6,900	17,700	46,500	106,140
6 Properties	18,675	10,700	625	0	0	0	30,000
HENSONS LANE	57,875	125,270	63,100	177,750	59,200	128,250	611,445
31 Properties	239,965	30,020	16,685	1,900	0	0	288,570
KELSO COURT	31,535	53,805	29,900	80,625	57,900	68,700	322,465
18 Properties	33,420	1,935	3,825	325	0	0	39,506
LOUGHBOROUGH ROAD	90,940	115,545	56,312	127,500	154,850	67,200	612,347
32 Properties	138,815	18,075	2,700	110	1,350	0	161,050
MAIN STREET	9,300	9,900	11,240	30,575	40,350	44,875	146,240
8 Properties	30,220	7,005	6,750	1,320	550	150	45,995
MELROSE ROAD	55,605	513,300	101,750	205,600	72,400	127,000	1,075,655
50 Properties	280,160	11,410	6,300	6,750	0	0	304,620
SHREWSBURY WALK	41,145	166,700	39,335	81,200	27,300	69,400	425,080
22 Properties	93,220	500	2,125	2,250	400	0	98,495

WHITWICK: 319 Properties

	1	2	3	4	5	6	Totals
BEAUMONT ROAD	74,205	36,640	39,430	107,160	98,700	79,700	435,835
20 Properties	90,385	17,750	9,750	4,200	1,980	0	124,065
BIRCH AVENUE	30,050	26,000	6,640	600	25,150	13,900	102,340
5 Properties	28,085	5,260	1,375	3,000	3,000	0	40,720
BONCHURCH CLOSE	10,820	52,920	89,100	143,950	31,600	77,050	405,440
23 Properties	85,105	8,200	2,000	9,200	700	0	105,205
BONCHURCH ROAD	3,320	33,685	14,300	23,600	4,600	19,000	98,505
6 Properties	9,335	2,320	2,480	6,300	2,100	0	22,535
CHURCH LANE	30,800	59,925	7,900	61,350	15,925	69,000	244,900
11 Properties	43,665	1,680	8,970	0	2,640	3,520	60,475
GEORGE STREET	77,345	78,965	52,275	97,080	45,975	124,100	475,740
26 Properties	102,195	40,645	11,345	5,095	775	8,795	168,850
GREEN LANE	3,350	1,200	3,250	0	7,400	2,200	17,400
1 Property	3,140	0	825	0	0	400	4,365
HALL LANE	64,890	53,940	76,895	52,385	127,500	139,955	515,565
27 Properties	108,955	36,135	13,040	4,630	800	3,020	166,580
HASTINGS AVENUE	35,855	22,715	42,600	30,950	13,300	40,800	186,220
9 Properties	26,240	6,690	2,745	700	110	0	36,485
HERMITAGE COURT	23,570	33,900	56,610	60,065	94,100	45,400	313,645
19 Properties	29,370	350	21,360	2,980	0	2,000	56,060
HOLLY HAYES ROAD	74,080	17,325	31,570	69,050	7,100	75,850	274,975
13 Properties	71,285	6,130	7,185	6,250	0	1,690	92,540
HOWE COURT	60,450	61,200	38,800	155,150	22,400	91,275	429,275

23 Properties	55,035	2,870	25,065	0	0	0	82,970
HOWE ROAD	4,450	3,850	2,000	13,400	3,100	7,625	34,425
2 Properties	4,040	0	250	0	0	0	4,290
LEICESTER ROAD	13,125	32,065	28,945	45,775	49,500	36,500	205,910
10 Properties	43,590	6,770	850	1,460	0	4,000	56,670
PARK VIEW	20,631	0	0	80,900	82,150	335,600	519,281
31 Properties	157,870	46,500	38,615	93,000	0	0	335,985
SILVER STREET	11,800	16,300	23,500	16,100	63,400	21,900	153,000
8 Properties	22,450	5,670	750	0	0	0	28,870
SMITH COURT	132,700	15,000	32,200	6,500	7,300	53,400	247,100
14 Properties	30,115	315	2,265	0	0	0	32,695
ST BERNARDS ROAD	156,810	46,155	64,260	215,350	27,600	150,000	660,175
31 Properties	134,240	35,560	13,400	3,750	1,060	600	188,610
TALBOT STREET	18,700	7,200	420	6,400	41,200	35,500	109,420
6 Properties	22,980	4,800	2,795	0	400	1,510	32,485
THE PINES	13,480	42,105	124,100	165,000	36,900	95,700	477,285
27 Properties	100,590	10,765	2,725	0	0	0	114,080
VICARAGE STREET	540	11,200	12,900	18,500	37,300	24,400	104,840
6 Properties	24,065	4,110	3,275	0	0	0	31,450

8.20 In 2014-15 there were 4 void properties that became available in Ravenstone, 48 in Thringstone and 8 in Whitwick that generated 78, 287 and 343 bids respectively. Demand for this area is therefore extremely positive.

8.21 The bidding analysis for 2014-15 is broken down in the table below:

Property Type	Ravenstone	Thringstone	Whitwick
1 Bed Bungalow	N/A	46	11
1 Bed Flat	N/A	62	110
2 Bed Bungalow	N/A	N/A	41
2 Bed Flat	N/A	103	29
2 Bed House	55	N/A	26
3 Bed House	N/A	76	91
3 Bed Parlour House	23	N/A	35
Total	78	287	343

Housing Area Five – Measham

8.22 This housing area consists of 333 properties located in Measham.

8.23 The total 30 year capital investment requirement is:

- Decency £6,907,476
- Non- Decency £1,833,825
- Total £8,741,301

8.24 The average investment need per property equates to £26,250 over the 30 year period.

MEASHAM: 333 Properties							
	1	2	3	4	5	6	Totals
BUZZARD CLOSE	8,145	46,025	163,250	77,900	51,600	33,200	380,120
19 Properties	41,235	14,650	40,175	350	400	0	96,810
DYSONS CLOSE	168,710	408,875	255,160	399,420	166,700	370,700	1,769,565
93 Properties	404,610	37,000	27,840	10,880	4,900	18,510	503,740
EAGLE CLOSE	8,055	63,925	248,550	119,300	54,600	47,100	541,530
25 Properties	44,180	13,100	65,680	1,500	800	0	125,260
HIGH STREET	3,150	14,230	9,675	8,650	9,700	15,300	60,705
3 Properties	7,110	3,550	6,450	0	250	750	18,110
MALLARD CLOSE	2,400	33,975	78,900	53,100	23,500	15,700	207,575
10 Properties	13,040	7,100	30,500	1,150	400	0	52,190
NEW STREET	49,235	82,186	41,580	109,400	64,600	136,800	483,801
18 Properties	55,020	25,375	45,330	3,000	2,750	0	131,475
NORTH WALK	15,010	34,800	5,110	32,150	9,600	47,450	144,120
7 Properties	34,090	2,050	12,845	750	375	800	50,910
PEREGRINE CLOSE	0	38,000	84,800	53,600	24,000	24,600	225,000
10 Properties	15,525	11,150	29,755	0	0	0	56,430
PINTAIL COURT	0	14,675	28,900	38,800	13,300	3,400	99,075
6 Properties	7,490	2,780	4,415	0	0	0	14,685
PIPIT CLOSE	0	15,525	71,700	18,100	14,700	32,500	152,525
8 Properties	9,745	7,975	10,250	750	0	0	28,720
QUEENSWAY HOUSE	107,405	64,770	18,900	22,700	14,000	2,200	229,975
14 Properties	76,690	12,275	54,500	0	0	0	143,465
RAILWAY TERRACE	5,625	3,625	10,100	28,000	7,400	19,600	74,350
4 Properties	19,250	0	500	0	1,800	0	21,550
RAVEN CLOSE	0	15,550	40,000	36,300	16,400	17,400	125,650
6 Properties	8,405	8,100	12,100	0	400	0	29,005
SISKIN CLOSE	0	33,275	83,450	45,000	16,000	9,100	186,825
9 Properties	5,900	9,400	27,425	0	1,170	0	43,895
SKYLARK CLOSE	25,900	22,175	78,475	38,400	19,100	12,100	196,150
11 Properties	10,410	6,475	19,025	750	400	0	37,060
WESLEY HILLMAN CT	25,350	6,850	10,000	39,200	8,000	14,400	103,800
6 Properties	14,355	5,775	875	1,320	0	0	22,325
WHINCHAT COURT	0	20,325	48,900	65,700	18,600	11,800	165,325
10 Properties	21,195	5,650	5,350	0	0	0	32,195
WIGEON DRIVE	0	43,525	110,825	65,600	38,400	22,200	280,550
15 Properties	33,415	6,500	21,650	0	400	0	61,965
WILKES AVENUE	181,735	157,250	82,385	95,400	66,900	241,000	824,670
42 Properties	216,690	9,620	6,100	775	1,900	16,400	251,485

WOODFIELD	45,625	98,500	18,400	60,700	15,600	67,100	305,925
17 Properties	88,225	1,050	11,075	0	11,900	300	112,550

8.25 In 2014-15 there were 35 void properties that became available in Measham that generated 238 bids. Demand for this area is therefore extremely positive.

8.26 The bidding analysis for 2014-15 is broken down in the table below:

Property Type	Measham
1 Bed Flat	56
2 Bed Bungalow	13
2 Bed Flat	73
2 Bed House	13
3 Bed House	57
3 Bed Parlour House	19
4 Bed House	6
Studio Flat	1
Total	238

Housing Area Six – Oakthorpe and Donisthorpe

8.27 This housing area consists of 509 properties located in Albert Village, Blackfordby, Donisthorpe, Moira, Oakthorpe and Overseal.

8.28 The total 30 year capital investment requirement is:

- Decency £10,562,463
- Non- Decency £3,354,000
- Total £13,916,463

8.29 The average investment need per property equates to £27,340 over the 30 year period.

ALBERT VILLAGE: 46 Properties

	1	2	3	4	5	6	Totals
COVERT PLACE	28,340	36,100	152,455	180,350	59,400	91,850	548,495
23 Properties	93,805	3,000	4,175	2,000	0	0	102,980
OCCUPATION ROAD	1,950	6,050	31,400	11,000	23,600	27,600	101,600
6 Properties	23,875	2,350	1,775	4,450	2,275	0	34,725
THE CLOSE	45,500	67,100	34,700	110,750	17,900	28,900	304,850
17 Properties	70,105	12,175	10,655	600	0	0	93,535

BLACKFORDBY: 40 Properties

	1	2	3	4	5	6	Totals
BUTT LANE	29,575	28,450	3,600	13,500	3,100	28,100	106,325
5 Properties	32,405	2,800	2,675	0	0	2,100	39,980
ELSTEAD LANE	240	0	5,575	4,250	1,500	10,700	22,265
1 Property	4,025	1,750	250	0	0	0	6,025
HEATH LANE	53,565	13,770	13,300	28,750	7,800	69,800	189,985
7 Properties	46,765	4,125	4,150	0	2,250	0	57,290
NORTH CLOSE	36,375	23,600	49,150	15,000	6,000	57,500	187,625
9 Properties	48,775	350	1,900	0	0	2,800	53,825
SOUTH CLOSE	22,785	55,635	71,300	23,600	14,200	28,200	215,720
10 Properties	37,010	0	725	1,800	0	1,400	40,935
STRAWBERRY LANE	350	20,610	54,155	8,700	27,900	41,800	153,515
7 Properties	33,580	3,500	2,475	750	0	0	40,305
WELL LANE	7,750	4,450	600	0	900	10,700	24,400
1 Property	5,965	0	125	0	0	0	6,090

DONISTHORPE: 84 Properties

	1	2	3	4	5	6	Totals
ACRESFORD ROAD	18,550	8,965	10,300	31,220	18,000	16,400	103,435
5 Properties	14,170	15,250	725	600	400	700	31,845
IVY CLOSE	8,300	10,200	39,000	137,200	18,400	49,500	262,600
15 Properties	57,560	18,675	5,400	3,750	1,200	0	86,585
JUBILEE TERRACE	4,802	37,140	15,404	10,600	13,800	14,800	96,546
6 Properties	22,495	4,200	2,345	4,400	0	0	33,440
NEW STREET	4,778	20,265	6,500	18,150	6,400	6,300	62,393
3 Properties	14,375	350	475	0	0	0	15,200
RAMSCLIFF AVENUE	216,050	137,230	275,650	195,825	56,800	162,130	1,043,685
52 Properties	291,735	15,825	41,395	14,300	1,450	3,800	368,505
TALBOT PLACE	37,725	5,330	6,925	23,650	12,300	16,800	102,730
3 Properties	37,880	0	975	750	1,100	2,100	42,805

MOIRA: 245 Properties

	1	2	3	4	5	6	Totals
ASHFIELD DRIVE	1,890	46,200	16,800	86,000	23,950	44,000	218,840
10 Properties	51,475	700	3,025	110	0	700	56,010
BLACKFORDBY LANE	40,980	57,132	110,725	80,025	55,200	150,700	494,762
25 Properties	153,625	5,605	9,980	0	0	2,200	171,410
CHERRY TREE COURT	910	54,830	66,975	95,050	8,700	273,900	500,365
30 Properties	98,820	2,000	16,250	4,500	0	0	121,570
CORONATION AVE	4,400	133,900	47,700	40,500	33,500	54,500	314,500
18 Properties	151,070	8,450	10,950	0	400	0	170,870
ELM GROVE	57,580	39,200	46,800	40,300	161,325	233,750	578,955
26 Properties	84,210	8,835	5,100	2,100	6,600	0	106,845
FIR TREE WALK	0	15,400	2,400	49,420	2,400	15,300	84,920
4 Properties	19,080	700	500	0	0	0	20,280
NORRIS HILL	17,100	479,700	88,600	123,000	40,750	247,700	996,850
55 Properties	462,560	29,020	25,780	1,875	0	1,300	520,535
PINE COURT	8,245	35,845	55,025	70,350	22,400	47,900	239,765
12 Properties	18,550	350	4,850	1,800	0	0	25,550
ROWAN CLOSE	1,200	21,900	7,700	32,500	2,400	14,900	80,600
4 Properties	21,250	0	725	0	0	0	21,975

SWEETHILL	9,000	3,000	40,860	23,800	54,000	105,300	235,960
14 Properties	74,670	0	1,975	10,500	0	9,800	96,945
SYCAMORE DRIVE	0	6,005	19,500	4,500	13,700	2,000	45,705
2 Properties	4,700	7,085	250	0	0	0	12,035
WILLOW CLOSE	4,200	51,500	27,900	136,700	5,400	57,300	283,000
14 Properties	68,730	0	1,125	0	0	0	69,855
WOODLANDS WAY	23,890	48,455	106,245	35,250	88,700	56,800	359,340
14 Properties	60,195	13,675	3,425	2,100	0	0	79,395
WOULDS COURT	46,700	2,975	163,835	28,725	4,600	0	246,835
17 Properties	109,050	500	25,000	0	0	0	134,550

OAKTHORPE: 86 Properties

	1	2	3	4	5	6	Totals
CHAPEL STREET	12,170	38,450	66,300	44,450	9,450	58,700	229,520
14 Properties	76,230	125	1,750	1,500	1,000	2,400	83,005
MEASHAM ROAD	67,925	17,310	71,477	45,500	166,450	94,800	463,420
22 Properties	106,960	6,425	57,675	4,800	1,400	300	177,560
SCHOOL STREET	43,095	13,795	27,850	21,900	92,100	59,900	258,640
14 Properties	84,760	10,525	14,200	400	800	1,500	112,185
STRETTON VIEW	62,850	87,325	56,500	329,600	34,600	63,300	634,175
36 Properties	182,550	12,095	16,350	45,575	9,200	770	266,540

OVERSEAL: 8 Properties

	1	2	3	4	5	6	Totals
SPRING COTTAGE	5,700	4,970	31,300	39,020	3,000	49,290	133,280
8 Properties	38,870	1,315	11,180	750	700	0	52,815

8.30 In 2014-15 there were 3 void properties that became available in Albert Village, 2 in Blackfordy, 11 in Donisthorpe, 10 in Moira and 5 in Oakthorpe. These generated 80, 32, 124, 195 and 170 bids respectively. Demand for this area is therefore extremely positive.

8.31 The bidding analysis for 2014-15 is broken down in the table below:

Property Type	Albert Village	Blackfordby	Donisthorpe	Moira	Oakthorpe
1 Bed Flat	1	N/A	N/A	18	5
2 Bed Bungalow	5	N/A	N/A	N/A	N/A
2 Bed Flat	N/A	N/A	N/A	5	N/A
2 Bed House	N/A	N/A	19	56	59
2 Bed Maisonette	N/A	N/A	N/A	20	N/A
3 Bed House	74	17	62	96	68
3 Bed Parlour House	N/A	15	N/A	N/A	N/A
5 Bed House	N/A	N/A	N/A	N/A	1

Studio Flat	N/A	N/A	43	N/A	37
Total	80	32	124	195	170

Housing Area Seven – Ibstock

8.32 This housing area consists of 442 properties located in Ellistown, Heather and Ibstock.

8.33 The total 30 year capital investment requirement is:

- Decency £9,351,212
- Non- Decency £2,738,805
- Total £12,090,017

8.34 The average investment need per property equates to £27,352 over the 30 year period.

ELLISTOWN: 61 Properties

	1	2	3	4	5	6	Totals
EAST CRESCENT	53,840	132,510	23,850	88,900	80,500	185,500	565,100
27 Properties	118,525	27,000	16,500	19,650	400	4,800	186,875
IBSTOCK ROAD	15,200	18,500	17,275	41,100	12,000	16,700	120,775
7 Properties	26,180	235	125	0	0	0	26,540
KENDAL PLACE	1,800	2,000	6,450	8,900	10,265	4,475	33,890
2 Properties	4,980	0	125	0	700	0	5,805
KENDAL ROAD	6,000	11,750	6,700	11,300	35,110	6,950	77,810
4 Properties	10,830	125	2,100	0	700	0	13,755
ST CHRISTOPHERS RD	29,300	71,200	47,650	47,200	109,600	96,700	401,650
21 Properties	85,240	38,495	13,775	18,700	9,450	1,400	167,060

HEATHER: 27 Properties

	1	2	3	4	5	6	Totals
RAVENSTONE ROAD	9,160	13,500	16,070	6,780	17,900	12,300	75,710
4 Properties	18,160	2,550	125	750	0	3,200	25,785
SPARKENHOE ESTATE	48,385	24,972	11,080	31,400	100,100	98,900	314,837
16 Properties	86,270	5,270	2,475	3,100	11,800	0	108,915
ST JOHNS CLOSE	6,220	22,335	14,050	37,900	5,400	34,950	120,855
7 Properties	20,085	3,100	4,500	0	700	3,400	31,785

IBSTOCK: 354 Properties

	1	2	3	4	5	6	Totals
BERNARD CLOSE	14,475	150,250	34,550	20,600	66,500	108,150	394,525
18 Properties	69,915	5,870	12,050	7,600	0	0	95,435
BROOKSIDE CRESCENT	9,350	16,735	100,800	38,580	61,800	41,300	268,565
12 Properties	85,030	7,600	1,275	0	0	0	93,905
CENTRAL AVENUE	70,475	75,700	39,700	71,300	160,750	279,850	697,775
34 Properties	75,405	24,705	9,135	0	0	700	109,945
CHAPEL STREET	1,705	17,065	39,690	15,775	94,700	74,700	243,635
13 Properties	36,195	5,300	6,825	3,025	0	0	51,345
CHURCH VIEW	41,120	132,720	143,795	235,650	133,300	183,450	870,035
41 Properties	225,055	2,250	14,075	17,200	0	1,400	259,980
CURZON STREET	5,775	15,400	32,350	48,850	36,900	38,350	177,625

7 Properties	38,085	4,750	4,450	6,200	0	0	53,485
DEEPDALE CLOSE	15,800	42,385	134,235	157,800	167,500	62,600	580,320
24 Properties	144,900	9,750	2,000	18,060	0	0	174,710
EAST WALK	9,800	13,700	2,500	6,500	17,325	17,350	67,175
3 Properties	4,700	4,830	125	0	0	0	9,655
ELIZABETH AVENUE	47,540	62,100	4,200	18,900	49,700	43,300	225,740
12 Properties	72,045	1,800	1,625	2,900	6,600	0	84,970
FAIRFIELD	81,525	69,075	113,300	64,100	62,400	51,700	442,100
20 Properties	95,670	21,875	1,000	0	0	0	118,545
GRANGE ROAD	9,875	6,650	9,650	6,400	9,050	2,000	43,625
2 Properties	10,450	0	0	0	0	0	10,450
HARRATTS CLOSE	17,590	2,400	8,900	93,000	12,700	14,900	149,490
7 Properties	15,265	1,200	4,825	0	0	0	21,290
HINCKLEY ROAD	2,350	4,560	6,400	4,600	0	4,850	22,760
1 Property	8,900	700	750	0	0	0	10,350
JACQUES STREET	70,990	152,300	64,770	56,700	104,900	84,700	534,360
28 Properties	172,295	7,075	8,325	2,770	0	14,700	205,165
LEICESTER ROAD	47,690	87,920	27,700	90,060	100,990	119,800	474,160
23 Properties	99,485	5,950	12,675	1,400	11,250	0	130,760
MEADOW WALK	1,140	0	5,720	12,200	0	3,500	22,560
1 Property	8,020	0	0	0	0	0	8,020
MELBOURNE ROAD	18,000	2,400	9,650	12,950	16,100	10,425	69,525
2 Properties	6,295	1,250	455	500	0	0	8,500
PENISTONE STREET	1,875	4,450	0	0	6,500	6,300	19,125
1 Property	6,550	750	250	750	0	700	9,000
PRETORIA ROAD	28,215	84,620	54,060	74,165	31,900	41,450	314,410
13 Properties	92,925	4,800	4,045	1,500	1,200	2,800	107,270
SPRING ROAD	20,100	18,650	7,650	20,450	3,100	21,300	91,250
4 Properties	22,440	700	250	2,100	0	0	25,490
SPRINGFIELD CLOSE	3,000	56,045	158,820	60,550	164,210	50,100	492,725
22 Properties	142,570	12,960	2,975	14,750	0	350	173,605
SUNNYSIDE ESTATE	87,420	65,800	91,785	164,900	213,500	23,500	646,905
34 Properties	166,530	3,600	2,800	18,750	18,200	4,200	214,080
WEST WALK	60,800	88,100	48,200	38,800	79,800	73,975	389,675
21 Properties	48,070	27,995	970	2,100	820	0	79,955
WESTGATE	12,400	83,500	12,000	58,800	0	0	166,700
10 Properties	113,975	900	1,500	0	0	0	116,375

8.35 In 2014-15 there were 4 void properties that became available in Ellistown, 1 in Heather and 12 in Ibstock. These generated 210, 14 and 807 bids respectively. Demand for this area is therefore extremely positive.

8.36 The bidding analysis for 2014-15 is broken down in the table below:

Property Type	Ellistown	Heather	Ibstock
1 Bed Bungalow	N/A	N/A	1
1 Bed Flat	24	N/A	62

1 Bed House	N/A	N/A	144
2 Bed Bungalow	37	N/A	362
2 Bed Flat	12	8	37
2 Bed House	134	N/A	69
3 Bed House	3	N/A	106
3 Bed Parlour House	N/A	N/A	26
4 Bed House	N/A	6	N/A
Total	210	14	807

Housing Area Eight – Castle Donington

8.37 This housing area consists of 700 properties located in Belton, Breedon on the Hill, Castle Donington, Coleorton, Diseworth, Hemington, Kegworth, Lockington, Long Whatton, New Coleorton, Osgathorpe, Swannington, Tongue and Worthington.

8.38 The total 30 year capital investment requirement is:

- Decency £13,610,579
- Non- Decency £3,817,180
- Total £17,427,759

8.39 The average investment need per property equates to £24,896 over the 30 year period.

BELTON: 34 Properties

	1	2	3	4	5	6	Totals
CHURCH STREET	12,800	11,200	6,700	19,500	23,800	59,450	133,450
6 Properties	11,225	9,280	3,425	0	0	0	23,930
Average Net Present Value per property:							
MARKET PLACE	2,070	3,400	12,400	6,400	5,100	5,100	34,470
2 Properties	5,525	2,200	125	0	0	0	7,850
PRESENTS LANE	9,340	17,900	7,700	11,330	2,800	39,150	88,220
4 Properties	17,550	7,775	1,525	0	0	600	27,450
REMPSTONE ROAD	15,300	29,400	23,100	1,200	56,200	72,750	197,950
10 Properties	62,255	5,050	21,850	1,025	400	50	90,630
SADLERS WELLS	20,225	1,500	12,800	8,800	16,700	26,200	86,225
4 Properties	7,300	16,210	8,325	1,300	0	1,400	34,535
SCHOOL LANE	8,260	0	6,020	6,400	10,950	32,750	64,380
3 Properties	9,700	13,535	1,650	1,150	0	0	26,035
THOMPSONS AVE	14,850	15,200	4,200	0	30,450	46,900	111,600
4 Properties	16,570	5,210	3,050	5,500	0	0	30,330
TYLERS ROAD	2,220	1,200	0	0	10,350	5,100	18,870
1 Property	5,725	750	125	0	0	0	6,600

BREEDON ON THE HILL: 16 Properties

	1	2	3	4	5	6	Totals
ASHBY ROAD	27,485	2,300	3,250	2,500	300	8,700	44,535

2 Properties	8,450	5,085	0	0	0	300	13,835
DOVECOTE	13,390	0	16,250	13,000	4,800	10,600	58,040
3 Properties	20,630	0	250	750	2,100	0	23,730
THE CRESCENT	38,965	38,300	12,620	58,300	8,095	52,400	208,680
11 Properties	34,935	8,240	4,600	750	0	6,900	55,425

CASTLE DONINGTON: 290 Properties

	1	2	3	4	5	6	Totals
BARROON	9,200	15,225	81,400	73,750	46,400	22,750	248,725
12 Properties	25,195	17,735	15,225	700	1,190	0	60,045
BOSWORTH ROAD	226,588	87,905	66,500	126,100	102,850	183,250	793,193
41 Properties	136,545	9,200	11,725	0	28,800	1,400	187,670
CEDAR ROAD	9,283	7,670	22,750	13,100	2,700	3,800	59,303
3 Properties	2,660	4,850	800	0	0	2,100	10,410
CHARNWOOD AVENUE	7,750	11,185	27,600	18,600	14,300	18,800	98,235
6 Properties	21,665	6,160	7,980	3,600	3,850	0	43,255
CLAPGUN STREET	4,000	12,700	15,200	12,800	8,500	15,200	68,400
4 Properties	250	15,120	10,650	2,000	0	0	28,020
EASTWAY	10,590	19,400	7,850	10,250	15,800	16,000	78,890
4 Properties	18,505	1,400	1,525	1,500	750	700	24,380
EATON ROAD	15,900	15,435	12,305	1,200	23,700	10,900	79,440
4 Properties	17,775	5,340	750	400	0	2,800	27,065
GARDEN CRESCENT	88,169	76,875	47,465	50,600	40,200	65,900	369,209
19 Properties	90,885	31,140	11,550	750	0	5,600	139,925
HALLAM FIELDS	26,185	93,000	18,800	27,700	32,100	69,200	266,985
14 Properties	39,820	10,150	1,925	0	0	0	51,895
HARVEY ROAD	40,910	60,900	1,200	27,900	39,600	37,600	208,110
9 Properties	32,295	8,610	1,100	0	400	0	42,405
HASTINGS STREET	39,978	51,475	38,950	36,870	29,600	50,850	247,723
13 Properties	41,445	11,830	1,425	2,300	8,610	0	65,610
MOIRA DALE	35,000	77,680	99,600	50,800	145,150	109,200	517,430
29 Properties	140,995	9,550	9,700	13,450	7,500	17,500	198,695
PARK AVENUE	74,360	23,770	12,750	59,600	30,000	50,150	250,630
13 Properties	36,420	1,680	4,525	0	7,700	0	50,325
SHIELDS CRESCENT	282,414	86,670	60,050	175,500	138,100	166,500	909,234
48 Properties	141,540	21,600	8,125	28,325	3,750	0	203,340
ST EDWARDS ROAD	30,200	32,650	25,100	1,200	11,300	12,500	112,950
5 Properties	15,895	1,450	125	0	0	0	17,470
STARKIE AVENUE	26,297	18,650	22,300	35,100	46,800	41,700	190,847
10 Properties	39,595	5,375	1,000	4,800	2,100		52,870
STONEHILL	0	31,725	22,450	23,500	22,800	15,000	115,475
5 Properties	22,720	1,950	950	400	3,400	0	29,420
THE BIGGIN	72,475	147,100	38,700	49,000	119,100	100,200	526,575
24 Properties	62,875	19,855	9,100	0	500	0	92,330
VICTORIA STREET	1,425	1,200	3,250	0	6,800	5,400	18,075
1 Property	1,850	1,750	875	0	0	0	4,475
WAKEFIELD COURT	47,800	84,150	11,500	153,800	40,500	47,000	384,750
22 Properties	131,700	25,500	24,170	25,700	90,000	0	297,070
WINDMILL CLOSE	18,390	17,000	5,650	6,800	15,700	22,000	85,540
4 Properties	17,635	700	950	0	0	0	19,285

COLEORTON: 32 Properties

	1	2	3	4	5	6	Totals
THE MOORLANDS	151,435	123,545	49,449	153,750	60,735	165,600	704,514
32 Properties	177,405	9,825	13,775	2,250	0	0	203,255

DISEWORTH: 22 Properties

	1	2	3	4	5	6	Totals
CLEMENTS GATE	8,875	29,400	9,100	28,045	29,650	37,825	142,895
7 Properties	55,490	1,100	3,300	0	850	0	60,740
PAGE LANE	5,500	4,700	15,400	34,950	2,300	24,400	87,250
5 Properties	25,505	6,700	1,325	3,750	0	2,800	40,080
THE BOWLEY	21,770	23,280	11,725	900	20,400	56,700	134,775
6 Properties	16,840	2,870	1,700	0	0	0	21,410
THE GREEN	12,675	10,300	18,340	24,550	5,000	23,200	94,065
4 Properties	19,825	0	250	1,500	0	2,800	24,375

HEMINGTON: 18 Properties

	1	2	3	4	5	6	Totals
LOCKINGTON LANE	12,150	22,650	5,650	4,750	14,100	28,300	87,600
5 Properties	31,910	3,385	1,550	0	1,450	2,100	40,395
MAIN STREET	600	29,580	33,075	40,850	16,300	40,400	160,805
8 Properties	46,435	6,350	5,025	0	750	0	58,560
STATION ROAD	8,000	10,400	19,900	9,650	0	35,600	83,550
5 Properties	17,485	9,660	375	4,250	3,000	0	34,770

KEGWORTH: 139 Properties

	1	2	3	4	5	6	Totals
BOROUGH STREET	6,250	0	1,235	0	0	13,450	20,935
1 Property	4,800	700	125	750	0	300	6,675
BULSTRODE PLACE	3,500	6,300	7,800	0	2,900	0	20,500
1 Property	4,055	700	0	750	0	0	5,505
GARDEN ROW	3,500	2,205	3,825	18,100	5,300	4,400	37,330
2 Properties	5,295	5,070	0	0	0	0	10,365
JEFFARES CLOSE	18,950	57,050	42,250	21,550	27,400	46,400	213,600
10 Properties	23,710	11,075	5,950	2,100	0	0	42,835
KIRK AVENUE	18,825	2,345	3,600	10,935	25,850	52,950	114,505
5 Properties	22,470	2,950	1,125	0	0	0	26,545
MILL LANE	39,380	16,545	31,100	9,900	11,950	167,150	276,025
12 Properties	56,475	15,025	2,750	0	800	4,100	79,150
MOORE AVENUE	24,450	2,640	1,200	15,800	17,400	26,400	87,890
4 Properties	20,180	2,275	4,225	700	400	0	27,780
MOUNT PLEASANT FL	19,665	42,070	38,525	14,800	18,975	44,100	178,135
13 Properties	36,265	350	250	0	0	0	36,865
NORMAN COURT	100,200	51,725	37,300	147,625	95,600	115,900	548,350
31 Properties	61,070	7,210	3,340	6,460	0	0	78,080
QUEENS ROAD	24,850	11,550	5,650	19,300	4,100	21,900	87,350
4 Properties	16,645	6,000	600	0	0	0	23,245
SIDELEY	420	9,700	7,700	0	8,700	15,700	42,220
2 Properties	7,850	3,605	1,025	0	400	0	12,880
ST ANDREWS RISE	11,305	5,250	10,870	14,400	300	23,250	65,375

3 Properties	12,890	1,120	250	0	0	0	14,260
SUTTON ROAD	4,600	32,100	13,500	13,300	8,800	15,550	87,850
5 Properties	26,775	7,080	1,625	750	0	0	36,230
THOMAS ROAD	46,165	111,830	86,140	59,240	48,450	55,300	407,125
22 Properties	109,870	33,630	16,930	1,550	3,950	0	165,930
TOM'S COURT	5,040	27,145	12,900	20,400	14,300	55,800	135,585
8 Properties	21,590	2,575	11,570	0	0	0	35,735
WHATTON ROAD	27,765	10,100	17,600	20,700	3,100	19,700	98,965
5 Properties	16,350	7,560	725	400	0	700	25,735
WINSER COURT	8,800	21,250	8,625	15,250	17,500	25,600	97,025
6 Properties	26,330	1,225	725	0	2,200	0	30,480
WYVELLE CRESCENT	34,740	11,150	20,700	22,200	10,000	12,600	111,390
5 Properties	19,810	4,700	1,350	400	400	700	27,360

LOCKINGTON: 4 Properties

	1	2	3	4	5	6	Totals
DALEACRE AVENUE	0	0	2,400	8,900	0	22,000	33,300
2 Properties	8,575	5,140	850	0	1,500	1,400	17,465
HEMINGTON LANE	0	0	2,400	8,900	0	22,000	33,300
2 Properties	9,300	8,025	3,200	0	1,500	1,400	23,425

LONG WHATTON: 21 Properties

	1	2	3	4	5	6	Totals
BARNFIELD CLOSE	5,850	69,250	62,500	43,400	17,100	65,400	263,500
12 Properties	55,735	14,285	9,290	0	0	0	79,310
HATHERN ROAD	5,926	15,575	1,800	0	6,800	8,300	38,401
2 Properties	15,660	750	125	0	0	0	16,535
MAIN STREET	24,325	33,175	22,460	6,400	10,050	5,800	102,210
1 Property	30,550	6,065	3,720	2,825	3,400	0	46,560
SMITHY LANE	16,015	18,500	4,620	12,900	8,050	19,600	79,685
4 Properties	20,860	4,385	125	750	1,200	0	27,320
THE GREEN	7,365	29,310	600	2,900	12,300	2,200	54,675
2 Properties	17,360	2,610	875	0	0	0	20,845

NEWBOLD COLEORTON: 16 Properties

	1	2	3	4	5	6	Totals
CLOUD HILL VIEW	69,465	14,340	16,560	22,750	22,500	22,400	168,015
7 Properties	37,535	825	675	2,700	900	0	42,635
WORTHINGTON LANE	45,565	8,350	25,435	6,500	59,450	64,860	210,160
9 Properties	47,740	2,275	1,425	1,500	300	0	53,240

OSGATHORPE: 19 Properties

	1	2	3	4	5	6	Totals
ASHBY ROAD	29,050	15,900	7,700	26,000	7,200	48,450	134,300
6 Properties	51,775	2,100	625	0	0	600	55,100
DAWSONS ROAD	24,425	89,925	4,755	5,900	4,400	11,000	140,405
7 Properties	33,195	9,575	1,450	2,700	0	0	46,920
MAIN STREET	10,950	32,450	1,525	51,500	3,100	28,400	127,925
6 Properties	43,635	0	625	750	0	0	45,010

SWANNINGTON: 26 Properties

	1	2	3	4	5	6	Totals
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FOAN HILL	13,475	18,650	19,600	14,100	6,000	53,000	124,825
7 Properties	15,605	16,365	4,530	3,300	2,250	510	42,560
ST GEORGES HILL	41,170	48,800	26,490	27,220	14,620	143,800	302,100
13 Properties	89,095	4,650	2,675	2,250	0	0	98,670
WINDMILL VIEW	38,700	22,900	0	600	18,600	35,350	116,150
6 Properties	26,680	2,400	0	0	0	300	29,380

TONGE: 3 Properties

	1	2	3	4	5	6	Totals
PETERS CLOSE	12,125	5,700	14,050	17,200	300	8,300	57,675
3 Properties	13,705	600	250	0	0	2,100	16,655

WORTHINGTON: 60 Properties

	1	2	3	4	5	6	Totals
ST MATTHEWS AVENUE	155,635	117,100	136,200	188,900	279,100	90,300	967,235
60 Properties	301,190	46,150	17,510	400	0	32,200	397,450

8.40 In 2014-15 there were 2 void properties that became available in Belton, 28 in Castle Donington, 2 in Coleorton, 1 in Diseworth, 1 in Hemington, 9 in Kegworth and 3 in Long Whatton. These generated 35, 299, 60, 30, 10, 175 and 93 bids respectively. Demand for this area is therefore extremely positive.

8.41 The bidding analysis for 2014-15 is broken down in the table below:

	Belton	Castle Donington	Coleorton	Diseworth	Hemington	Kegworth	Long Whatton
1 Bed Bungalow	N/A	N/A	N/A	N/A	N/A	14	N/A
1 Bed Flat	N/A	82	20	N/A	N/A	85	N/A
1 Bed Maisonette	N/A	4	N/A	N/A	N/A	N/A	N/A
2 Bed Bungalow	N/A	60	N/A	N/A	N/A	N/A	1
2 Bed Flat	9	22	N/A	N/A	N/A	39	N/A
2 Bed House	N/A	39	N/A	17	N/A	N/A	N/A
3 Bed House	12	82	35	9	10	37	92
3 Bed Parlour House	14	N/A	N/A	4	N/A	N/A	N/A
4 Bed House	N/A	9	N/A	N/A	N/A	N/A	N/A
5 Bed House	N/A	1	N/A	N/A	N/A	N/A	N/A
Studio Flat	N/A	N/A	5	N/A	N/A	N/A	N/A
Total	35	299	60	30	10	175	93

Housing Area Nine

8.42 This housing area consists of 82 properties located in Appleby Magna, Newton Burgoland, Snarestone and Swepestone.

8.43 The total 30 year capital investment requirement is:

- Decency £1,669,016
- Non- Decency £503,190
- Total £2,172,206

8.44 The average investment need per property equates to £26,490 over the 30 year period.

APPLEBY MAGNA (44 Properties)

	1	2	3	4	5	6	Totals
MEASHAM ROAD	36,930	14,400	15,010	28,000	38,900	62,940	196,180
9 Properties	52,040	825	1,050	3,750	0	3,500	61,165
PARKFIELD CRESCENT	82,586	92,850	146,250	129,550	133,300	132,850	717,386
35 Properties	116,600	34,370	7,245	9,580	0	3,325	171,120

NEWTON BURGOLAND: 20 Properties

	1	2	3	4	5	6	Totals
DAMES LANE	10,995	19,290	19,700	8,700	8,600	7,950	75,235
4 Properties	18,130	6,930	1,250	0	3,610	0	29,920
THE GREEN	8,130	44,930	6,400	13,700	6,700	21,800	101,660
6 Properties	15,870	14,900	4,250	0	0	0	35,020
THE PINFOLD	33,190	14,100	21,345	60,185	20,100	42,300	191,220
10 Properties	44,685	1,800	7,250	2,250	400	7,000	63,385

SNARESTONE: 10 Properties

	1	2	3	4	5	6	Totals
MAIN STREET	14,740	29,850	5,950	41,000	11,250	28,100	130,890
6 Properties	42,405	9,880	1,225	0	0	0	53,510
MEASHAM ROAD	2,695	2,400	0	7,000	5,550	2,300	19,945
1 Property	1,650	4,465	7,075	400	0	700	14,290
QUARRY LANE	13,975	11,995	7,600	10,600	2,700	21,300	68,170
3 Properties	19,850	2,055	1,250	1,500	0	700	25,355

SWEPESTONE: 8 Properties

	1	2	3	4	5	6	Totals
MAIN STREET	15,755	42,410	19,415	37,200	3,200	28,350	146,330
8 Properties	34,820	12,705	1,900	0	0	0	49,425

8.45 In 2014-15 there was 3 void properties that became available in Appleby Magna and 2 in Newtown Burgoland. These were directly matched but it is perceived that demand for this area is extremely positive.

8.46 The bidding analysis for 2014-15 is broken down in the table below:

	Appleby Magna	Newton Burgoland
1 Bed Bungalow	4	N/A
3 Bed House	N/A	11
Studio Flat	N/A	9
Total	4	20

9. Sheltered Housing Schemes

- 9.1 Our housing stock includes 15 schemes, consisting of 334 properties, that provide sheltered housing accommodation. There are 11 schemes that are traditional corridor based blocks and 4 that are non traditional, in that the properties do not form part of a block based on corridor access.
- 9.3 The combined 30 year investment need for the 15 schemes is £8,666,422, of which £6,946,707 is for the traditional schemes and £1,719,715 for the non traditional.
- 9.4 Demand for the traditional corridor based blocks varies significantly on an area by area basis and three of these schemes, at Greenacre in Greenhill, Westgate in Ibstock and Woulds Court in Moira, have already been decommissioned because of a lack of demand for this type of housing.
- 9.5 These three schemes currently have a combined 30 year investment need of £1,210,171 for which budgetary provision including inflation exists within the 30 HRA Business Plan. Subject to the outcome of the consultation this financial provision can be removed or re-allocated accordingly.
- 9.6 It is anticipated that redevelopment of the Greenacre site will commence, following consultation, in the financial year 2015-16, with Westgate and Woulds Court to be potentially redeveloped in 2016-17.
- 9.7 The table below provides a summary of the investment needs and the potential disposal value (capital receipt) where known, of each of the 11 corridor schemes:

Sheltered Scheme		Av. Property Net Present Value	A	B	C	D	E
			Current Investment Need	Potential Re-Design Costs	Potential Total Investment	Potential Capital Receipt from Disposal	Investment v Disposal Differential (swing)
1	Greenacre	-£33,550	£545,711	£250,000	£795,711	£550,000	£1,345,711
2	Westgate	-£31,904	£283,075	£250,000	£533,075	£600,000	£1,133,075
3	Woulds Court	-£29,001	£381,385	£300,000	£681,385	£410,000	£1,091,385
4	Queensway	-£30,180	£373,440	£250,000	£623,440	£595,000	£1,218,440

5	St Mary's Ct.	-£4,377	£508,590	£300,000	£808,590	£820,000	£1,628,590
6	Wakefield Ct.	£2,688	£720,735	£150,000	£870,735	£660,000	£1,530,735
7	Norman Court	£9,150	£626,430	£100,000	£726,430	£1,450,000	£2,176,430
8	Central Court	£10,759	£896,680	£300,000	£1,196,680	Not Known	£1,196,680
9	Fairfield Court	£12,411	£907,345	£200,000	£1,107,345	Not Known	£1,107,345
10	Park View	£16,232	£855,266	£200,000	£1,055,266	Not Known	£1,055,266
11	Hood Court	£19,760	£848,050	£200,000	£1,048,050	Not Known	£1,048,050
Totals		N/A	£6,946,707	£2,500,000	£9,446,707	£5,085,000	£14,531,707

Key

Column A: Indicates the known investment need over the next 30 years to achieve and maintain decency to these properties in their current format. These costs are included in the current 30 year HRA Business Plan.

Column B: Indicates the basic potential redesign costs to modernise and improve the layout of the blocks. These costs are not included in the current 30 year HRA Business Plan and this expenditure would only be required if a need was determined to undertake this work to maintain the viability of the shemes and/or blocks.

Column C: Indicates the combined potential investment costs of columns A and B.

Column D: Indicates the potential capital receipt (where known) from disposing of the site for alternative development.

Column E: Indicates the potential financial differential (gain) between retaining each scheme and investing in it, and decommissioning and disposing of the site.

- 9.8 In addition to the three schemes that have already been de-commissioned due to a lack of demand for this type of accommodation, the future of a further three will be reviewed by 31 December 2015 due to a significant doubt about their viability:

This is primarily based on continuing low demand and the current occupancy levels as outlined below:

- Queensway House in Measham (58% vacancy rate);
- Wakefield Court in Castle Donington (50% vacancy rate);
- St. Mary's Court in Hugglescote (33% vacancy rate).

The future of the remaining five schemes will be reviewed by 31 July 2016.

- 9.9 The options for each decommissioned scheme will be considered as follows:

- Location and potential demand for general needs accommodation;
- Investment need and re-design costs to utilise existing building and site for general needs accommodation;
- Potential to demolish and utilise site for affordable housing, using one of the development models listed below:
 - RSL partner;
 - Development by external partner for NWLDC;
 - Joint venture model

- Developer led
- Design & Build
- Section 106
- Development by NWLDC direct
- Potential to dispose of site for alternative private use and/or development.

9.10 The finalisation of options for decommissioned schemes will be as follows:

Greenacre

- Consultation is currently taking place with local residents about the potential development of this site to deliver new affordable homes to rent (1 and 2 bedroom properties of general needs accommodation).
- A decision will be sought by 31 October 2015 on proposals for any new development.

Westgate and Woulds Court

- A review of the preferred options for these sites will be completed by 31 December 2015 and 31 March 2016 respectively. There is potential for the review of Woulds Court to be linked to a broader assessment of surrounding properties, including Cherry Tree Court which was recently re-designated as general needs accommodation due to historic low demand.

Future

- It is recommended that proposals for the future use of decommissioned schemes are undertaken alongside the decommissioning review itself. If this is not feasible, the proposals should be completed no more than four months after the decommissioning decision has been taken, unless there are exceptional circumstances. This is to minimise the period of time buildings and sites remain empty, thus reducing potential blight, and to reduce the associated uncertainty within local communities whilst future determination is outstanding.

10. Garage Sites

10.1 It is proposed to formally decommission all garage and hardstanding sites as follows:

- zero occupancy as of 1 November 2015;
- less than 25% occupancy by 31 March 2016
- less than 50% occupancy by 1 October 2015
- less than 75% occupancy by 31 March 2017

10.2 All remaining garage and hardstanding sites will be decommissioned by 31 March 2018 unless there is a proven demand that justifies retention.

10.3 The decommissioning of communal garage and hardstanding sites will be undertaken alongside a review of overall parking provision on an area by area basis, and the need to potentially invest in other forms of parking provision will be incorporated within any subsequent decommissioning proposals.

11. General Investment Priorities

11.1 Our first priority is to ensure that our homes and our tenants are safe, by ensuring that they meet all health and safety requirements as defined by law. This includes:

- Annual gas and solid fuel servicing;

- Asbestos removal works;
- Fire risk assessments and fire safety works;
- Electrical testing;
- Water hygiene;
- Lift replacement and maintenance works;
- Door entry replacement and maintenance works.

Asbestos Management

- 11.2 An Asbestos Management Plan (AMP), is being developed which will include Policy and Procedures to demonstrate how we will comply with current legislation and will be reviewed annually.
- 11.3 The AMP notes how we will comply with legislative matters relating to managing and adopting safe working practices for the properties within our management under the following legislation:
- Health and Safety at Work Act 1974 (Sections 2, 3 and 4)
 - Management of Health and Safety at Work Regulations 1999 (Regulation 3)
 - Control of Asbestos Regulations (CAR) 2006 (Regulation 4).
- 11.4 The age of the housing stock indicates that asbestos is a common building component within the properties.
- 11.5 Asbestos information leaflets are available for tenants and the database interacts and informs our Contractors, DLO and Capital Partner. Our Contractors, Partner and workforce are trained in identification, sampling and relevant treatment techniques. Our policy to date has been to leave materials containing asbestos in situ where it is undamaged and poses no immediate threat to health and safety, or to encapsulate it for added protection.

Fire Risk Assessments

- 11.6 There are forty seven sites within the HRA asset portfolio that have been subjected to a Fire Risk assessment in partnership with either the Leicestershire or Derbyshire Fires Services.
- 11.7 These assessments were all undertaken during the fourth quarter of the financial year 2012-13 and each resulted in a list of works required categorised on the basis of a high, medium or low priority.
- 11.8 It is proposed as part of this Asset Management Strategy that any outstanding work will be packaged into a planned programme of work and completed during the financial year 2015-16. A programme of planned Fire Risk Assessments will be implemented for each site bi-annually thereafter commencing in April 2016.
- 11.9 Sections to be inserted on approach to electrical testing, water hygiene, Lift replacement and maintenance works and door entry replacement and maintenance works.

Decent Homes and maintaining decency

- 11.10 For 2015-16 the Council has determined that an interim improvement programme will be put in place for Council tenants homes. This has an ambition to maintain its housing stock to a minimum of the Government's Decent Homes Standard, whilst we consult about the aspirations and priorities of tenants to develop a "local improvement standard" to guide the 2016-17 programme and beyond. To achieve this during the financial year 2015-16 requires planned improvement work to be undertaken to 590 properties. Based on the costs for similar work delivered during the financial year 2014-15 by the Council's

contractor partners, Kier and Lovell, it was estimated that this work would cost the Council £4.28m. As a consequence, budgetary provision has been made available within the Council's 2015-16 capital programme accordingly. This budget was approved by the Council on 24 February 2015.

11.11 A Decent Homes Investment Programme (DHIP) for 2015-16 of £4.28m, is almost a third of the size of the annual DHIP delivered over the last 3 years, and as a consequence procuring the most effective service delivery model at the most competitive price is a new challenge for both the Council and its contractor partners.

11.12 This year will also see a different geographical profile to the work being completed. In previous years improvement works were evenly distributed across the district. This was possible because of the high volume of properties being worked on, and the three year nature of the programme. For 2015-16 onwards the geographical split of work will be dictated by the improvement needs of the properties only, which will mean some areas will not see any improvement work. This is the most cost effective way of ensuring that homes are maintained at the Decent Homes standard.

11.13 The table below shows the breakdown of the 2015 – 16 Decent Homes Improvement Programme in respect of properties and key component upgrades:

	Bathroom	Boiler	Central Heating System	Kitchen	Wiring	Consumer units	External Doors (BACK)	Flat Entrance Doors	Windows	External Wall Finishes	Total Properties
Kier	37	112	49	44	43	53	19	3	104	162	226
Lovell	44	145	81	61	93	100	34	7	210	255	364
	81	257	130	105	136	153	53	10	314	417	590

12. Energy Efficiency and Affordable Warmth

12.1 The Council is committed to taking a strategic approach to improving energy efficiency and addressing fuel poverty in order to provide tenants with homes which can be heated to comfortable levels at an affordable cost. Delivery of this objective is the basis for a Housing Energy Strategy which is currently under development and due for approval in December 2015.

12.2 The vision of this Strategy is that our tenants will benefit from warm homes that meet a minimum standard of energy efficiency and which can be heated comfortably without excessive cost. We will seek out opportunities for tenants to benefit from low cost energy provided from renewable sources or innovations in energy efficient technology.

12.3 The outcomes of this Strategy will be that:

- Tenants' homes meet and exceed national targets for energy efficiency;
- Tenants can afford to heat their homes to a comfortable level;
- Tenants are encouraged and supported to reduce energy costs;
- External funding is secured to deliver energy efficient improvements and projects;

- Opportunities to co-ordinate and collaborate with internal and external partners are exploited in order to make the best use of resources;
- Renewable technology is used where practicable to supply tenants with low cost energy;
- Improving the energy efficiency of our stock is incorporated into our day to day business;
- Renewable Heat Incentive and Feed in Tariff payments are maximised and used to further improve the energy efficiency of tenants' homes.

12.4 The national fuel poverty strategy for England, "Cutting the Cost of Keeping Warm" was published in March 2015 and includes a target to ensure that as many fuel poor homes as is reasonably practicable achieve a minimum energy efficiency rating of Band C, by 2030 with interim targets of Band E by 2020 and band D by 2025.

12.5 The average SAP rating for our properties is currently 63, equivalent to an EPC band D. The average SAP rating for Local Authority properties (English Housing Survey 2013/2014) is 65. We currently have 1,679 properties that are below SAP 65.

12.6 A technical review of renewable energy potential for the district as a whole for 2020 to 2030 indicates that there is a potential for over 255MW of electricity and 217MW of heat in 2020 from all sources, including small scale generation. The greatest potential is from wind energy (up to 80% of the total), with solar Photovoltaic the other main source.

12.7 The key energy efficiency investment priorities under this Strategy are shown below:

- Develop a minimum standard for the energy efficiency of stock;
- All properties to reach minimum SAP 65 (band D) by 2021 with interim annual targets;
- Deliver loft and cavity insulation programme by 31 March 2017. It is estimated that 1,800 properties require loft insulation top up to 270mm, 400 properties require cavity wall insulation and 30 properties require external wall or internal insulation);
- Deliver targeted investment programmes to address fuel poverty focusing on off gas areas and including investment in renewable energy where value for money / social benefit can be demonstrated (792 properties - 250 electrically heated, 540 solid fuel heated and 3 oil heated)
- Continue to explore the potential to roll out a Solar PV programme to a potential maximum of 1,900 properties;
- Deliver targeted retrofit programme(s) for identified priority streets/estates (based on energy efficiency/heating costs/fuel poverty levels/vulnerability)
- Complete thermal assessment of 1,000 previously clad properties including non-traditional properties.

12.8 The key tasks required during 2015/2016 in order to deliver these objectives are as follows:

- Refinement of systems for capture, storage and analysis of energy efficiency data
- Agreement of Energy Strategy with detailed action plan
- Review of renewable technology pilot programme and recommendations
- Identification of priority estates for targeted fuel poverty programme
- Investigation of heat network opportunities

12.9 The Council has been working with the Energy Saving Trust since 2013 to identify opportunities to improve energy efficiency through retrofit and use of renewable technologies. A renewable technology pilot programme will complete in December 2015, the results of which will inform the 2016/2017 planned investment programme.

12.10 The following technologies have been installed as part of the pilot:

- Solar Thermal – providing hot water
- Solar Photovoltaic – providing electricity
- Biomass Boiler – providing central heating and hot water
- Air Source Heat Pump (ASHP)– providing central heating and hot water

13. **Solid Fuel Heating**

- 13.1 We have 471 properties across the District that have solid fuel heating systems. It is anticipated that over the next 20 - 30 years all of these will need to be replaced as a result of changing expectations of our tenants and prospective tenants.
- 13.2 There are areas of the District where the existence of solid fuel properties are based on the individual choice of the existing tenants to retain this type of heating. This is usually linked to a heating allowance associated with employment history within the mining industry.
- 13.3 There are however, 331 solid fuel properties grouped in villages that are not connected to the main national gas network (off gas), which as a result of changing customer expectations may effectively become unlettable over the next 30 years if an alternative heating source is not provided.
- 13.4 Provided demand exists, it is proposed that a longer term solution for these properties is developed and that these solid fuel heating systems are replaced on a programmed basis with appropriate renewable technology. This programme will be developed during the financial year 2015-16 based on the outcome of the Green and Decent Pilot.
- 13.5 The table below indicates the Net Present Value of these properties, with a comparative NPV gap rating to 'non solid fuel' properties in the area. The current NPVs would indicate that all are sustainable.
- 13.6 It should however, be noted that many of these properties are also of non-traditional construction, and therefore any investment would be linked to the review of these properties outlined in the next section.

Road	Estate/Village	Av NPV	Area NPV	NPV Difference	Ranking by NPV 'Gap'	No. of Properties
Cloud Hill View	Newbold Coleorton	£24,323	£34,027	-£9,704	1	7
Ashby Road	Breedon on the Hill	£24,915	£33,160	-£8,245	2	2
Jubilee Terrace	Donisthorpe	£20,954	£29,098	-£8,144	3	6
The Close	Albert Village	£22,974	£30,741	-£7,767	4	17
Dawson Road	Osgathorpe	£24,811	£32,503	-£7,692	5	7
The Moorlands	Coleorton	£18,364	£25,666	-£7,302	6	17

Worthington Lane	Newbold Coleorton	£26,868	£34,027	-£7,159	7	9
Spring Cottages	Overseal	£27,795	£34,827	-£7,032	8	8
St Matthews Ave	Worthington	£22,970	£29,572	-£6,602	9	59
Dovecote	Breedon on the Hill	£27,705	£33,160	-£5,455	10	3
Ashby Road	Osgathorpe	£27,489	£32,503	-£5,014	11	6
School Street	Oakthorpe	£24,975	£28,550	-£3,575	12	14
The Crescent	Breedon on the Hill	£30,140	£33,160	-£3,020	13	11
Ramscliffe Ave	Donisthorpe	£26,174	£29,098	-£2,924	14	52
Stretton View	Oakthorpe	£25,785	£28,550	-£2,765	15	36
Covert Place	Albert Village	£28,004	£30,741	-£2,737	16	23
Measham Rd	Oakthorpe	£26,919	£28,550	-£1,631	17	22
New Street	Measham	£25,877	£27,317	-£1,440	18	18
Acresford Rd	Donisthorpe	£28,285	£29,098	-£813	19	5
Peters Close	Tongue	£27,270	£27,270	£0	20	3
Occupation Rd	Albert Village	£32,077	£30,741	+£1,336	21	6
Total						331

14. **Estate Improvement Works Programmes**

14.1 We currently have no meaningful data in respect of investment needs to any communal elements or land outside the curtilage of individual properties. As a consequence the £143m investment need excludes any associated costs.

Decommissioning re-design and regeneration

14.2 In support of the existing approach to asset management, the opportunity to invest in regeneration, including substantial refurbishment, demolition and new build are included within the Strategy.

14.3 In order to bring lasting benefits to neighbourhoods and communities, the approach

to regeneration is framed around the need to maximise the use of Capital funding and Council assets, in terms of land currently used for housing and other purposes, and the need to provide long-term housing stock that meets the future needs of the District. This will be integrated into the investment options for existing stock that has limited life spans

- 14.4 Key to this approach is to evaluate the cost of delivering Decent Homes and other capital works, requiring higher levels of investment compared on a site by site approach, allowing the option to regenerate these properties instead of improving them.
- 14.5 This new approach to the strategic provision of affordable housing within the District provides the opportunity to provide additional support financially and numerically to the Council's existing stock by maximising the value of existing assets, investing in new land and assets to supplement new development and manage non-Council stock, delivering income for investment elsewhere.
- 14.6 Evaluation of other Council-owned land and assets will be undertaken 2015-16 , with the vision of producing a range of regeneration options across the District, which will be attractive to external partners and make best use of all available funding. Other schemes are being considered and regeneration possibilities now form a standard part of the approach to investment decisions where repairs and structural issues arise within the stock or where land becomes under-used/available for consideration.
- 14.7 In addition to external funding options, the opportunities presented as part of the move to HRA self-financing, and the development of a 30-year HRA Business Plan, to incorporate regeneration options and linked to the initiatives to stimulate housing provision and create local employment and business growth.

15. Acquisitions and Disposal

- 15.1 Unless there are exceptional circumstances, the Council will only acquire land or property for one or more of the following reasons:
- its contribution towards the provision of the Council's services and/or delivery of corporate aims
 - for economic development purposes
 - to provide affordable housing
 - revenue income generation
 - strategic acquisition for regeneration, development or redevelopment purposes
 - to improve performance of any investment portfolio
- 15.2 Criteria against which any decisions are made in respect of an acquisition will include, where appropriate:
- price
 - condition of property / land
 - planning policy
 - development constraints
 - availability (in terms of timing)
 - nature of tenure being offered (freehold or leasehold)
 - occupational tenancies/vacant possession
 - locational advantages (where a strategic acquisition is under consideration)
 - return on investment (where a revenue generating asset is being considered)
 - Restrictive covenants/easements etc
 - Costs in-use for premises for Operational purposes
 - Cost to build, adapt or improve any premises and other costs relevant to the purpose

- Meeting the Council's strategic priorities as outlined in the Local Plan, HRA Business Plan, Asset Management Strategy and/or other Strategies
- Conditions around the spending of any commuted sums (in lieu of a s106 agreement) for acquisitions

15.3 When a suitable property or site has been identified, a financial/feasibility appraisal will be carried out to establish the financial/budgetary implications of acquiring the asset at the quoted asking price. This will take into account the following matters, where appropriate:

- the capital cost of acquisition and relevant expenditure
- the opportunity cost of acquisition
- any revenue, or potential revenue, generated from the asset, both short and long term
- availability of external funding sources
- internal resourcing required
- development procurement options including joint ventures
- risk assessment
- the cost, in asset management terms, of owning the property or site, including:
 - immediate maintenance/refurbishment requirements
 - demolition costs, if appropriate
 - adaptation requirements
 - ongoing maintenance/life cycle costs
 - national non-domestic rates including empty rates liability
 - insurance
 - Council Tax
 - the overall effect of the expenditure on the Council's budgetary position.

15.4 Unless there are exceptional circumstances, the Council will only dispose of HRA land or property to increase capital receipts to support the HRA Asset Management Strategy, if the disposal will benefit one or more of the following:

- The overall investment in the Council's existing HRA stock and assets to maintain good quality homes;
- Strategic housing regeneration, development or redevelopment ;
- Investment in new build and/or acquisitions of good quality affordable housing;
- Environmental improvements to housing estates;
- Improved provision of housing or other Council services and/or delivery of corporate aims;
- Corporate economic development purposes;
- Revenue or capital income generation;
- To improve performance of any investment portfolio.

15.5 Criteria against which any decisions are made in respect of a disposal will include, where appropriate:

- The condition of the property, associated land and other related asset and the costs of refurbishment and/or maintenance required over a five year period to achieve and maintain the required quality standard;
- The supply of such property within the HRA asset portfolio and the current and future demand for such property from existing and potential customers within the local community;
- Any housing management, Council or associated community issues that impact upon the decision to retain or dispose of the asset;
- Planning policy;
- Development constraints;
- Availability (in terms of timing);

- Locational advantages (where a strategic disposal is under consideration)
- The financial return on disposal (where a revenue generating asset is being considered);
- Restrictive covenants/easements etc;
- Meeting the Council's strategic priorities as outlined in the Local Plan, HRA Business Plan, Asset Management Strategy and/or other Strategies;
- Conditions around the spending of any income generated from disposal..

15.6 Where a number of potentially suitable properties and/or assets exist for disposal , robust comparisons will be made to establish an appropriate means for disposal prioritisation based on the current marketplace and any other associated factors.

16. Data Management and Planning

16.1 Accurate data together with the software and hardware to collate, store, manipulate and analyse it will be the foundation of our asset management decisions. Some investment need is anticipated to support this key requirement in the form of software and hardware developments together with human resources to establish the data sets ready for future use.

16.2 Over the life of this Strategy, data will be developed and maintained to support the following outcomes:

- Comprehensive and robust stock condition information across our full portfolio of HRA assets including homes, their outbuildings and curtilages, HRA shops, communal pathways, roads, fencing, garages, parking areas and land;
- The development of value profiles that identify our stock in terms of both property and land values and rental values in order to maximise the use of our assets to provide an acceptable rate of return to the Council;
- To establish regular sustainable scheme and asset reviews to enable proactive decisions to be made about the management, investment and disposal of our existing assets and to provide important feedback that can be utilised for future new build and acquisition decisions;
- To review lettings data in order to understand more closely the factors which help to generate stable and sustainable lettings and areas of low and high demand in order to inform future development, acquisition and disposal programmes;
- To conduct a periodic market review, focussing on earnings, employment, property values, project values, social impacts and other local factors to support growth and development decisions and inform our rolling business planning process;
- To continue to use the Decent Homes Standard in conjunction with any developing local standard as our baseline measure of the quality of homes we offer;
- To adopt EPC level D as our baseline measure of energy performance for our portfolio of homes;
- To identify those homes that do not meet our standards and put plans in place to address any shortfall over a agreed programme period;
- To work with our partners and customers to manage ancillary estate management costs through careful design an opportunities for community self management;
- To ensure any disposal decisions are made with a full understanding of tenure mix and any site specific issues are accounted for;
- To ensure that we maintain current up to date stock condition data which will inform all asset management decisions;
- To effectively use asset data relating to value in order to effect changes in tenure and ownership which respond to the market and optimise the value of the assets held;
- To use data to identify opportunities for special investment and improvement that may be supported by disposal proceeds;

- To develop a programme of disposals which support new development, manage maintenance costs and maintain the overall health of our property portfolio;
- To manage our external partners' expectations in order to retain positive working relationships and foster understanding of our approach to managed growth;

17. Repairs and Maintenance Services

- 17.1 The responsive repairs service to the housing stock is currently delivered by the Council's Direct Labour Organisation, the Internal Repairs Team (IRT), who undertake 80% of repairs and an external support contractor, GPurchase, who undertake 20% of repairs.
- 17.2 Cyclical maintenance for gas and solid fuel servicing and installations, aids and adaptations, and major planned improvements work are all also currently outsourced, along with a range of specialist support to provide services, including scaffolding, drainage works and asbestos removal.
- 17.3 A Value for Money review of the IRT is being undertaken in 2015-16 to determine whether it is possible to expand the in-house service to undertake more of this work through the local labour force.
- 17.4 The outcome of this review will inform any planned phasing of internal expansion over the next five years as external contracts end.
- 17.5 Our performance in repairing and re-letting empty homes will be a key priority for the period of this Asset Management Strategy, but will be a particular focus during the financial year 2015-16. During 2015-16 we will implement the following actions to significantly improve service delivery in this area:
- Improved lettable standard
 - Process re-engineering, including management under a single structure
 - Delivery of all works to each void by a single contractor
 - Prioritisation of investment in properties for which there is a clear and known demand
 - Clear performance management framework

18. Value for Money

- 18.1 Our Business Plan requires us to deliver efficiencies, maximising the use of available funding to maintain Decent Homes aligned with ongoing planned repairs as well as regeneration and development.
- 18.2 It is imperative that any investment in the housing stock in the short-term can deliver sustainable housing into the future and, therefore, considers any regeneration and development opportunities as they arise.
- 18.3 Delivery of efficiencies is essential, but this must consider quality and service delivery to our tenants. In order to demonstrate value for money in our repairs and investment services, we will deliver the Value for Money (VFM) Strategy, Annual Efficiency Statement and Value Assurance Policy by:
- Reducing inputs (money, people and assets) for the same outputs;
 - Reducing prices (procurement, labour costs) for the same outputs;
 - Providing greater outputs on improved quality (extra service, productivity) for the same inputs;
 - Attaining proportionally more outputs or improved quality in return for an increase in resources;
 - Value Assurance – VFM in services: Challenge, Contestability and Competition.

18.4 We will ensure that:

- Our costs compare to others providing similar services through robust benchmarking with a range of benchmarking groups
- Our Internal Repairs Team (DLO) is run as a Trading Account and is subject to ongoing improvement
- An effective Procurement Strategy is in place and we reduce commissioning and procurement costs.

19. Procurement

19.1 Through our procurement activity we also aim to invest significantly in the local economy in respect of employment, skills and training

Our key procurement objectives are:

- To improve the level of procurement skills, and raise the profile of procurement within the Housing Service;
- To improve the control of expenditure;
- To mitigate business risk through the use of modern and appropriate procurement methods for supplies, works and services;
- To reduce administrative waste in the procurement process by ensuring continuity of approach and that internal resources are fit for purpose;
- To align procurement with the needs of our customers and our business aims;
- To deliver Value for Money via efficient, effective and transparent procedures.

19.2 Through our procurement activities we will:

- Achieve VFM and efficiency savings, delivering cashable gains through excellent procurement;
- Utilise modern procurement methods and partnerships to achieve demonstrable value for money and deliver outcomes that meet the needs of users and/or the community, including the promotion of social value;
- Disseminate best practice procurement techniques and act as a catalyst for change;
- Acknowledge risk and identify options in order to procure in the most appropriate and cost effective way for the works, goods or services being procured;
- Proactively involve service users and tenants at all stages of the procurement and service design / delivery process, so that they are fully informed and able to effectively influence service standards;
- Ensure that our contractors and consultants are committed to equality and diversity within their own service provision;
- Utilise effective “open-book cost management”, where appropriate, that is linked to service improvement and the generation of savings, which provides suitable incentives for partner contractors whilst maintaining appropriate controls and protections for the Council;
- Promote and extend the use of e-procurement methods (including the use of e-tendering techniques) where practical.

Our approach will support the delivery of annual efficiency gains, and in particular:

- Business process improvements and collaboration initiatives between public sector organisations, including an increased use of technology;
- Smarter procurement and enhancing competition;
- Better asset management;
- Increasing the productivity of front-line services, the effectiveness of support services and the efficiency of all transactional services.

- 19.3 There are a number of bodies promoting various forms of combined purchasing activity. We will review arrangements available from organisations like Procurement for Housing (PfH), Efficiency East Midlands (EEM) and the Eastern Shires Purchasing Organisation (ESPO) and will use consortia where it is identified as appropriate to the Council and its tenants.
- 19.4 We are currently revising our Asset Management Strategy to consider how we will invest in our housing stock and estates over the next 5 years. This investment and maintenance programme is in excess of £50 million and a key strategic objective of the Council is to maximise the benefits this can provide for the local economy in respect of employment, skills and training.
- 19.5 We are therefore undertaking a comprehensive review of our Internal Repairs Team and our use of external contractors during 2015-16 to consider whether we will be able to undertake more of this work through our local workforce and/or other local SMEs.
- 19.6 This review will include looking at every aspect of our maintenance and investment services to determine the best delivery model and business case for each service, including any legal and/or procurement requirements.

20. Staffing and Resources

- 20.1 A restructure and reorganisation of both the Repairs and Planned Investment Teams is being proposed to support the delivery of this Strategy. These proposals will be subject to an accompanying report to Corporate Leadership Team for consideration.
- 20.2 If approved the proposals will be inserted into this section ahead of submission of the Strategy to Cabinet for approval.

21. Performance Management Framework

21.1. Internal Monitoring

Our performance is monitored internally at four levels within the organisation against agreed Performance Indicators and Personal Targets and Competencies.

- Housing Portfolio Holder, Cabinet and Elected Members;
- Corporate Leadership Team;
- Housing Senior Management Team;
- Team Manager, Team Leaders and Supervisors.

21.2. External Monitoring

External monitoring is an independent and key part of our performance regime and will be undertaken primarily by our tenants through

- Tenant and Leaseholder Consultative Forum;
- Repairs Working Group;
- Tenant Scrutiny Panel;
- Tenants and Residents Associations;
- Star Survey;
- Service specific customer satisfaction surveys;
- Complaints.

- 21.3 The Asset Management Strategy will be supported by a comprehensive Communications Plan that will be delivered in line with the Corporate Communications Strategy. The

Communications Plan will tailor positive communication messages about the Strategy using the most appropriate media – including In Touch, media releases, website, information leaflets, posters and supporting one to one meetings.

21.4 Key Performance Indicators (KPIs) demonstrating how we will measure the successful delivery of this Strategy will be developed in consultation with tenants but are likely to include those in the table below:

- Tenant satisfaction with the condition of their home;
- Tenant satisfaction with their neighbourhood as a place to live;
- The percentage of estates meeting tenant standard;
- The percentage of homes meeting decency standard;
- The percentage of blocks meeting tenants standard;
- The percentage of tenants satisfied with planned investment works;
- The percentage of tenants satisfied with their most recent responsive repair;
- The percentage of tenants satisfied with gas servicing;
- The percentage of dwellings with a valid gas safety certificate;
- The percentage of emergency repairs completed within target time;
- The percentage of urgent repairs completed within target time;
- The percentage of routine repairs completed within target time;
- The percentage of all responsive repairs completed within target time;
- The percentage of repairs completed at the first visit;
- Appointments kept as a percentage of appointments made;
- Appointments made as a percentage of appointable repairs;
- The number of empty homes and proportion of the stock;
- The average time taken to relet empty homes;
- The average SAP rating of homes;
- The number and percentage of homes achieving a SAP rating of 65.

NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

POLICY DEVELOPMENT GROUP – 30 SEPTEMBER 2015

Title of report	ICT SERVICE UPDATE
Contacts	<p>Councillor Nick Rushton 01530 412059 nicholas.rushton@nwleicestershire.gov.uk</p> <p>Head of Finance 01530 454520 ray.bowmer@nwleicestershire.gov.uk</p> <p>ICT Team Manager 01530 454716 michael.harding@nwleicestershire.gov.uk</p>
Purpose of report	To update the Policy Development Group on progress against the medium term plan outlined in the Council's current ICT strategy.
Council Priorities	Value for Money
Implications:	
Financial/Staff	As indicated in report.
Link to relevant CAT	None.
Risk Management	The Corporate Risk Register includes ensuring the Council has effective IT Systems and Procedures..
Equalities Impact Screening	None.
Human Rights	None.
Transformational Government	None.
Comments of Head of Paid Service	The report is satisfactory.
Comments of Section 151 Officer	The report is satisfactory.
Comments of Monitoring Officer	The report is satisfactory.
Consultees	Corporate Leadership Team (CLT)

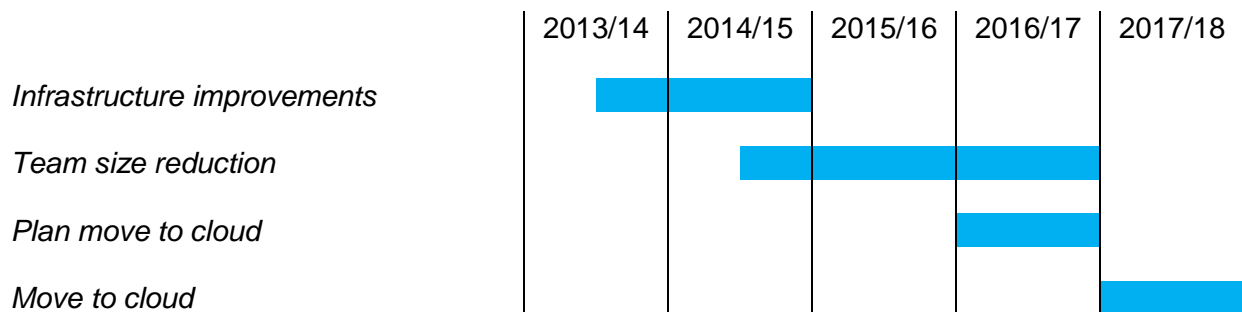
Background papers	ICT Strategy v1.01 Feb 2014
Recommendations	THAT THE COMMITTEE NOTES PROGRESS AGAINST THE PLAN OUTLINED IN THE COUNCIL'S ICT STRATEGY

1.0 BACKGROUND & PURPOSE

- 1.1 The Council's current ICT strategy was approved by CLT in March 2014 and covers the period 2014-15 to 2017-18.
- 1.2 The strategy includes a medium term plan designed to bring the Council's ICT provision in line with standards and technologies deployed within the mainstream of the ICT industry, putting it somewhere ahead of the majority of Councils and public sector organisations that have typically tended to be somewhat behind private sector organisations in the adoption of new technologies.
- 1.3 This report summarises the progress against the medium term plan that has been made since the strategy was approved.

2.0 MEDIUM TERM PLAN

- 2.1 The chart below shows the planned broad focus for improvement until 2017/18:



- 2.2 The key points of the plan were as follows:

- The initial focus would be on implementing a number of technical and process improvements identified in a review of the ICT service which had been undertaken by the new ICT Team Manager in October 2013, starting immediately and using existing resources.
- The team size would then be reduced progressively as resource demand reduces, using the vacancy review process to avoid the cost and upheaval of redundancy (i.e. the intention was to reduce the team size by not backfilling roles as people leave).
- Contracts for the supply of ICT equipment and services would be renewed to co-terminate in 2017/18 to coincide with the expected end of economic life of current investments.
- Any large scale move to the cloud delivery model would be planned in 2016/17. There has been some debate in the industry around the security of cloud systems, although concerns have been addressed through various certification programmes and current Central

Government guidelines recommend the use of cloud systems. However, time needs to be allowed for CLT to properly understand and consider any risks.

3.0 PROGRESS TO DATE

Team Size and Structure

- 3.1 Three members of the ICT team left the Council in September 2014 which presented the opportunity to expedite changes to the size and structure of the ICT team. Following a review of the ICT service a revised structure was put in place on 1 March 2015, with the team now better matched to the needs of the Council and cost savings of £30,000 made in the ICT 2015-16 budget.
- 3.2 New roles have a greater focus on business skills reflecting the need to closely align the work of the ICT team with operational requirements of front line services. The more technical aspects of the team's work are now being delivered through service contracts with key suppliers.
- 3.3 Recruiting in to the two new vacant roles has been challenging, but the roles have now been filled. Agency staff have been used to provide cover during the transitional period.

Improvements to ICT Technical Infrastructure

- 3.4 Work to replace the Council's servers, data storage, backup and disaster recovery infrastructure started in 2013-14 and completed 2014-15. Benefits of these upgrades include:
 - Increased reliability – less down time due to server outages
 - Improved performance – systems run quicker
 - Increased capacity – able to support more users without buying additional equipment
 - Reduced costs – due to lower third party support costs and time saving within the ICT team
 - Improved security – compliant with the latest Cabinet Office and industry requirements
 - Flexible – high degree of standardisation and virtual configuration means that infrastructure can be redeployed in accordance with changing demand
 - Reduced recovery times – both for routine recovery of data from backups and in a disaster scenario
 - Reduced carbon footprint – less than half the power consumption of the old equipment
 - Cloud ready – the majority of Council systems are now running on server and storage infrastructure that could be provisioned externally and accessed via the Internet, providing a sound foundation for the next wave of cost and service improvements
- 3.5 Work to upgrade 254 desktop computers from Windows XP to Windows 7 was completed in 2014-15, with 119 users benefitting from a more performant and lower cost virtual desktop environment (the so-called "thin PCs"). These changes were needed to ensure compliance with current security requirements and provide a platform that is compatible with currently available software.
- 3.6 Although the virtual desktop environment has delivered performance and cost benefits, there were some early issues with stability. The centralised nature of the system means that some issues can affect all users simultaneously. Improved support arrangements have been put in place with a specialist external provider in order to further stabilise the environment.

- 3.7 The next phase of infrastructure work is being progressed in 2015-16 and involves upgrading the Council's email system, intranet and network & telecoms systems. The critical nature of this infrastructure and the age of the existing equipment dictate a cautious approach to this work, which will be completed in four stages.
- 3.8 The first phase, which involves upgrading the Council's Internet connections is in progress, with staff already benefitting from dramatically improved Internet access speeds. In order to complete this phase, a backup line is currently being installed. The new line has ten times the capacity of the current line and has been specified to allow it to be increased in capacity ten times again. This will allow the line to support telephone calls and increased used of cloud services (i.e. ICT services accessed via the Internet).
- 3.9 Members will be able to take advantage of the upgraded Internet connection via an improved WiFi network which has been procured for the Council Chambers and rooms on the first floor of Stenson House.
- 3.10 The second phase will involve moving users' email accounts to Microsoft cloud servers, subject to a review of the Council's data security arrangements and final approval by CLT. Testing is at an advanced stage and it is anticipated that the roll out will commence in October 2014. As well as reducing costs, improving performance and enhancing security, this will allow officers and members of the Council easier remote access to their email, using personal devices if they choose to do so. This move is very much in line with central government strategy as (promoted by the Cabinet Office) and addresses specific concerns raised by users in the recent staff survey.
- 3.11 The third and fourth phases will involve replacing the Council's aging data network and telephone systems. Preparation for this has proved challenging due to the age of the existing equipment. Procurement is currently in progress and the work is planned for completion during Q4 2015-16.

Other Developments

- 3.12 Key contracts have been consolidated, renegotiated and termination dates aligned to allow cost-effective migration to cloud systems in 2017-18 should this prove to be economically advantageous and approved by CLT.
- 3.13 During 2014-15, the ICT Service supported the introduction of three key new business systems for Housing, Waste and Customer Services, as well as major improvements to a number of other systems such as IDOX Uniform, which has been updated to the latest versions. The ICT Team also provided technical and project support for the ICE Programme.
- 3.14 ICT user numbers increased by 13% and the number of supported devices by 34% during 2014-15, largely accounted for by the increased use of tablet computers.
- 3.15 An unexpected escalation in (global) cyber-security threat levels has necessitated increased focus on the Council's ICT security systems. Some improvements have already been made, funded through in year savings and further improvements are planned for 2016-17 subject to budgetary approval.

4.0 OUTCOMES

- 4.1 Contract renegotiations, changes to the team and deployment of updated infrastructure allowed the ICT budget to be reduced by 7.5% (£70,000) for 2015-16, with further reductions expected for 2016-17 and 2017-18.
- 4.2 At the same time that costs have been reduced, user numbers have increased (see 3.15 above) leading to a reduction of the cost of ICT per user of 18% between 2013-14 and 2014-15, and three major new systems have been introduced.
- 4.3 User satisfaction, as measured by the ICT annual user survey, improved in all areas between 2013-14 and 2014-15. However, it is clear from the staff survey that this has fallen in 2015-16 because much of the improvement work has been done has been transparent to users and it is not until the 2015-16 programme of work completes that users will realise the performance and stability benefits of the new infrastructure that has been put in place. An action plan to address specific immediate areas of concerns has been created and Team Managers are receiving regular progress reports.

5.0 SUMMARY AND NEXT STEPS

- 5.1 Team changes are some 18 months ahead of the plan agreed with CLT in March 2014.
- 5.2 The scope of the required ICT infrastructure improvements has proved somewhat greater than anticipated in March 2014 and team changes have delayed their implementation. However, good progress has been made and it is anticipated that all the planned work will complete by the end of 2015-16.
- 5.3 The focus in 2016-17 will be on consolidation following a period of rapid team and systems change. A key objective of 2016-17 will be to ensure that the service benefits of the changes are fully realised.
- 5.4 In parallel with this, detailed planning for migrating services to the cloud will be completed in 2016-17 for implementation in 2017-18.
- 5.5 By the end of 2015-16 the Council's ICT service will have transitioned from being several years behind that of other councils to being up to date. By the end of 2017-18, the Council's ICT service will be aligned with the mainstream of the ICT industry, including the private sector, putting it some years ahead of other councils.

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ICT Strategy 2014-15 to 2017-18

Michael Harding, ICT Team Manager, February 2014

Version 1.00

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Context & Introduction

The North West Leicestershire District Council ICT Service supports 385 internal customers accessing service specific computer systems to help control the day to day management of key Council services, as well as standard office applications including email, Internet access, word processing and spreadsheets.

The Council's "Improving the Customer Experience" (ICE) programme is delivering website improvements and contact centre technologies to make it easier for residents to access Council services, and allow access to a wider range of self-service options online at a time and place and using a device of their choosing. The ICT Service is instrumental in delivering the ICT systems needed to support this programme and as such is aligning its processes and priorities to meet the demands of residents as well as internal customers.

These ICT customers, internal and external, are supported by a team of 10 ICT staff who are employed directly by the Council. The ICT infrastructure includes approximately 100 computer servers together with associated disk storage arrays and networking equipment.

Following a review of the ICT Service in October 2013 (Appendix A), this strategy sets out our direction and plans for the next four years: how will we meet or exceed the demands of our customers whilst controlling costs to ensure value?

Purpose of the ICT Service

To contribute to the provision of good-quality, high-value front line Council services to residents by helping front line service teams and other corporate support teams exploit technology to deliver their services efficiently and effectively.

How we will do it:

Historically, the ICT Service has introduced and supported ICT systems in reaction to requests from customers in other teams. Going forward, the ICT Service will adopt a more proactive stance, using our experience to identify and promote opportunities for exploiting technologies and working with our customers through the whole ICT systems lifecycle.

- We will strengthen our Business Analysis function and broaden our offering to include focused market research to identify new opportunities, business case development for new proposals and wider support for technology projects to include process development as well as the delivery of ICT components
- We will actively promote continual improvement of ICT systems by encouraging and supporting system improvement groups and leading effective dialogue between our customers and our suppliers

ICT Service Aims

We aim to be the ICT service provider of choice for the Council by delivering services internally that are flexible and dynamic and can compete on cost and quality with the best that external providers can

offer. In the medium term, we aim to develop services that are best in class and can be sold to other Councils, either locally or nationally.

How we will do it:

- We will structure the ICT service along industry standard lines to allow us to benchmark ourselves against public and private sector ICT service providers, using SOCITM (Society of IT Management) data in the first instance
- We will use our supplier network to develop contacts with other Councils who might be potential customers for our services, identifying ourselves as best practice providers through case studies and active participation in technical seminars and similar events

Customer Co-production

ICT customers have historically been Council Officers and Members needing access to Council ICT systems. More recently, public access to ICT services has started to be made available via the Council's website. In order to ensure that the ICT Service meets or exceeds expectations of both internal and external customers, the ICT Team will continue to engage its customers in systems and service development projects.

How we will do it:

Internal Customers

- We will facilitate or support system improvement groups using the model that has successfully deployed in the Housing Service (OHIG – OPENHousing Improving Group). The first of these groups is an Idox Improvements Group which will meet for the first time in March 2014 to start to identify and plan opportunities for gaining maximum benefit from the Idox suite of systems which are used extensively in Environmental Services, Planning and Building Control.
- We will actively involve our customers in new projects by ensuring that system users are part of project teams as appropriate for all new projects
- We will conduct an annual satisfaction survey to solicit views for our customers which will then form an input to the ICT Team's annual business plan

External Customers

- We will work closely with the Council's Customer Services Team to ensure that ICT systems design is aligned to the needs of the Council's customers and not just to the needs of the teams that deliver front line services
- We will attend customer working group meetings as invited and actively solicit feedback from customers, allowing us to shape our plans and priorities accordingly

Approach to Innovation & Risk

An informal review of the Council's adoption of new technology suggests that the ICT Service has historically taken a cautious approach. Although formal benchmarking and comparison has not yet been

completed, initial investigation suggests that this approach is typical of other Councils and places the Council at the boundary between Early Majority and Late Majority on the Innovation Adoption Curve (see figure 1, below) when compared with other councils. However, when compared with private sector organizations, the Council appears to be in the Late Majority. This is particularly evident in areas such as computer server technology, where the Council has been late adopting virtual environments. In some areas, such as telephony, the Council is still using analogue technology that has largely been superseded in the private sector.

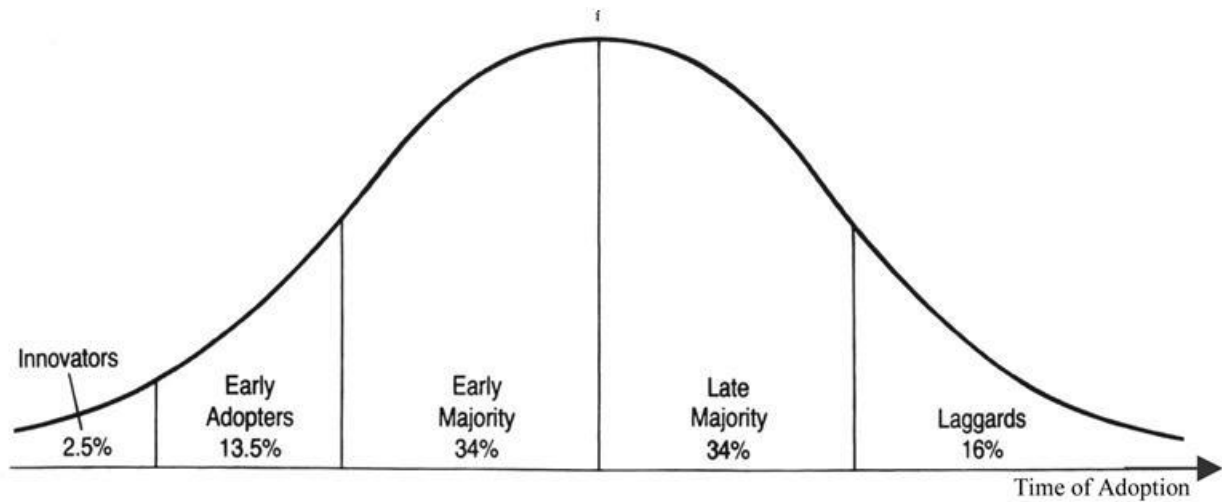


Figure 1: Innovation Adoption Curve

Going forward, in order to meet its aim of maintaining competitiveness with the best external providers, the ICT Service will aim to adopt new technologies with the “Early Majority” when compared to the industry as a whole. This approach presents a low risk to the Council since any technology deployed will have been extensively deployed and tested elsewhere and very much part of the main stream of technology adoption.

How we will do it:

- We will take a more innovative stance when introducing and upgrading systems, looking at what the industry is doing as a whole and not just what other councils are doing. This will allow us to realize the cost and service benefits associated with newer technologies without undue risk.

Technical Delivery Strategy

One of the most significant ICT trends in recent years has been a move to cloud computing. That is, instead of the traditional model of delivering ICT services from a local computer room, organizations pay a fee to use systems hosted by a cloud services provider. Those systems are accessed via an internet connection. This approach allows organizations to benefit from the economies of scale associated with a larger scale centralized delivery model.

For example, the Customer Gateway that the ICE programme is delivering to add self-service options to the Council's website and provide a contact records system for the Customer Services team is being delivered as a cloud service. As well as costing approximately 70% less than the locally owned and hosted options considered, there are significant service delivery advantages. The software runs on servers that are hosted in a "tier 3" data centre, meaning that the service is highly resilient due to multiple spare servers, network connections, power sources, etc. (if one component fails another will automatically take over). The system is monitored on a 24 x 7 basis, which would not be practical with a small internal team. It also allows the Council to easily scale up and scale down the service according to demand, i.e. should extra capacity be needed during peak times such as during annual Council Tax billing, it can be quickly and economically added then released afterwards, further reducing cost since there is no capital requirement.

Going forward, the Council will actively aim towards moving services into the cloud in order to realize the benefits of this delivery model.

How we will do it:

- Delivery via the cloud will be the default option for new services, with services only delivered on site where there are clear cost or service benefits to be gained for doing this
- We will work towards standardizing the computer room infrastructure that supports existing services so we have a cost effective option moving all services to the cloud when the current in house infrastructure reaches the end of its economic life in 2017-19

Resourcing

The ICT service is delivered by an in house team, making use of specialized support contracts where this is appropriate. This approach allows us to remain close to our customers, understanding their business processes and priorities and identifying opportunities for the effective and efficient use of technology. To allow us to continue to be flexible and dynamic we will remain internally resourced.

However, the ICT team is large in relation to the size of the Council. Stabilizing and standardizing the existing infrastructure will decrease the demands on the team, so the team will gradually reduce in size to match this decreasing demand. It is expected that this will be achieved through the Council's vacancy review process: as staff leave roles will not be backfilled.

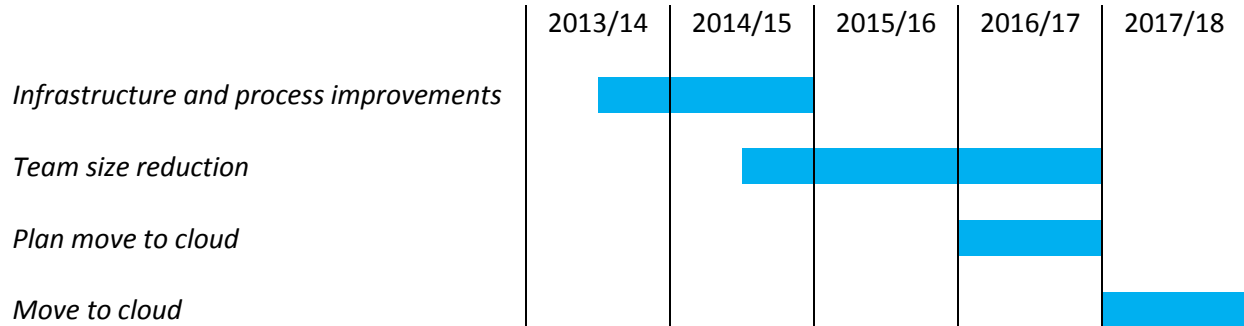
It is also noted that a move to cloud services will change the nature of the work that is done by the ICT team and that some roles will be affected by this.

How we will do it:

- We will freeze permanent recruitment to allow us to reduce the size of the team in a manner that is sensitive to the needs of a hard working and high performing team.
- Where recruitment is absolutely necessary, this will be via temporary contracts.
- We will review roles as part of future strategy work to be done in preparation for a move to cloud computing

Medium Term Plan

The chart below summarizes core ICT activity from 2013/14 to 2017/18.



Further details are included in the appendices to the attached report of the review of ICT services that was completed in October 2013.

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NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

POLICY DEVELOPMENT GROUP – 30 SEPTEMBER 2015

Title of report	PROCUREMENT STRATEGY
Contacts	<p>Councillor Nick Rushton 01530 412059 nicholas.rushton@nwleicestershire.gov.uk</p> <p>Head of Finance 01530 454520 ray.bowmer@nwleicestershire.gov.uk</p> <p>Financial Services Team Manager 01530 454492 anna.wright@nwleicestershire.gov.uk</p>
Purpose of report	To receive the Committee's comments on the draft Procurement Strategy 2015-2018.
Council Priorities	Value for Money Business and Jobs Homes and Communities
Implications:	
Financial/Staff	The adoption of the strategy has no financial or staffing implication in itself.
Link to relevant CAT	Not Applicable
Risk Management	Each procurement activity is subject to a risk assessment.
Equalities Impact Screening	Not Applicable
Human Rights	None
Transformational Government	Delivering procurement in a sustainable way, considering the environmental and social impacts and benefits.
Comments of Head of Paid Service	The report is satisfactory.
Comments of Section 151 Officer	The report is satisfactory.
Comments of Monitoring Officer	The report is satisfactory.

Consultees	Procurement Gateway Board Corporate Leadership Team The Social Value Portal (Government sponsored service to promote social value strategies including procurement)
Background papers	The Public Contracts Regulations 2015 Local Government Association – National Procurement Strategy for Local Government in England 2014 Local Transparency Code 2015
Recommendations	THAT THE COMMITTEE PROVIDES ANY COMMENTS IT MAY HAVE FOR CONSIDERATION BY THE CABINET WHEN IT MEETS ON THE 20 OCTOBER 2015 TO CONSIDER THE STRATEGY.

1.0 BACKGROUND

- 1.1 The current Procurement Strategy was developed in 2007, since that time changes have taken place in relation to public sector procurement. Most recently, the National Government Association updated the National Procurement Strategy for Local Government in 2014 and The Public Contracts Regulations have been revised and came into force in February 2015.

2.0 AIM OF THE STRATEGY

- 2.1 The current Procurement Strategy has been revised and is documented in Appendix A. The document sets out a three year strategy in line with the National Procurement Strategy to define how the Councils spend with external suppliers will be managed to achieve maximum effectiveness.
- 2.2 The council faces a number of key procurement challenges over the next three years:
- delivering quality services with reduced budgetary funding and resource;
 - implementing the newly revised Public Contract Regulations 2015 and meeting the standards laid out in the National Procurement Strategy for Local Government 2014;
 - increasing analytical activity in the collation, analysis and dissemination of data to meet the recommendations of the Local Transparency Code 2015 and responding to Freedom of Information requests;
 - ensuring that staff are equipped with the right skills-base, knowledge and aptitude to maintain a corporate perspective and deliver good procurement practice;
 - meeting government's expectations in how the council's procurement activity can be used to increase the social value, foster local enterprise, support local business and promote local prosperity (Public Services (Social Value) Act 2012).
- The Strategy includes an action plan of how the council can meet these challenges.



PROCUREMENT STRATEGY 2015 - 2018

September 2015

Version 3.1

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EXECUTIVE SUMMARY

The Council's Vision for Procurement is to:

"Promote excellence and modernisation across the Council in all aspects of our procurement practice, to support the efficient and effective achievement of corporate priorities and the delivery of improved services to our customers"

This document sets out a three year strategy in line with the National Procurement Strategy to define how the Councils spend with external suppliers will be managed to achieve maximum effectiveness.

Roles and responsibilities related to this Strategy

The Procurement Gateway Board¹ is responsible for maintaining, monitoring and developing this Strategy.

Delivery will be the responsibility of the Financial Services Team Manager with the Procurement Officer supporting departments and their staff in meeting its objectives. Performance against the outcomes will be measured via the Procurement Plan.

WHERE WE ARE

What we buy

The Council spends approximately £22m each year on goods, works and services covering a wide diverse market-place including Housing, Facilities Management, IT, Environment, Waste management, Leisure and professional services i.e. consultancy.

How we buy

Procurement is largely devolved across the organisation with varying levels of authority (i.e. decision making and order-raising operating with a diverse market-place).

Procurement activity is managed and monitored by a corporate procurement resource with support and expertise readily available from Legal Services to ensure compliance with contract procedures.

The council has e-tendering software in place for quotations and tenders.

Key Procurement Challenges

Delivering quality services with reduced budgetary funding and resource.

Implement the newly revised Public Contracts regulations 2015 and meet the standards laid out in the National Procurement Strategy for Local Government 2014.

Increased analytical activity in the collation, analysis and dissemination of data to meet the recommendations of the Local Transparency Code and responding to 'Freedom of Information' requests.

To ensure that staff are equipped with the right skill-base, knowledge and aptitude to maintain a corporate perspective and deliver good procurement practice.

Meeting Government's expectations in how the council's procurement activity can be used to increase social value, foster local enterprise, support local business and promote local prosperity (Public Services (Social Value) Act 2012).

¹ The Procurement Gateway Board is responsible for providing the organisation with assurance and confidence that procurement is managed effectively and appropriately and to be the council's advisors/experts in procurement.

WHERE WE WANT TO BE

In the light of these challenges North West Leicestershire District Council aims to make itself a procurement centre of excellence, providing a quality service to its internal customers, engage positively with the market-place and achieving the goals set out in the procurement strategy action plan.

HOW WE INTEND TO GET THERE

With reference to the National Procurement Strategy there are four key development areas, each with their own particular challenges as outlined below which need to be addressed:-

VALUE FOR MONEY

Category management

- Pursue a category management strategy across the organisation aggregating costs to maximise value for money opportunities

Partnering and collaboration

- Partner with other authorities on collaborative arrangement making use of Public Sector frameworks where appropriate

Contract management

- Identify, train and up-skill members of staff to enable them to manage and monitor key suppliers to ensure Key Performance Indicators and Service Level Agreements are being met

Transparency

- Update on a regular basis the business portal on the councils website and use other media devices to inform the market-place of forthcoming quotation and tender exercises

SUPPORTING LOCAL ECONOMIES – BUY LOCAL

- To regularly monitor and review local Small and Medium Enterprises (SME) category spend and pro-actively support suppliers to bid for council business and work with all suppliers to increase social value, foster local enterprise, support local business and promote local prosperity.

LEADERSHIP

Commitment to Procurement good practice and compliance

- Scrutiny, monitoring and management of all procurement activity by the Procurement Gateway Board. Maintain vigilance and ensure compliance to government policy, UK and EU legislation,

MODERNISING PROCUREMENT

Commercialism and income generation

- Conduct market research of individual category market-places liaising with other public sector bodies with a view to collaborate and share good practice.

Supplier innovation

- Conduct a business case and commercially inspired approach to every procurement using management information to determine the right solution.

Using technology

- Enabling e-procurement technology to reduce costs and increase efficiency.

PROCUREMENT STRATEGY ACTION PLAN

Actions	Owner
VALUE FOR MONEY	
To maintain a “continuous improvement” ethos throughout the organisation to manage and monitor cost and efficiency savings through good procurement practice	Procurement Gateway Board
To support a category management approach throughout the organisation based on spend analysis data and related management information	Financial Services Team Manager\Procurement Officer
Maintain the contracts register and procurement plan to ensure that all market testing activity is legally compliant and deadlines are met	Financial Services Team Manager\Procurement Officer
Engage with other councils to explore collaborative opportunities and review framework opportunities with Professional Buying Organisations i.e. ESPO, CCS	Procurement Officer
SUPPORTING LOCAL ECONOMIES – BUY LOCAL	
Implement the requirements of the Public Services (Social Value) Act 2012 and Local Transparency Code.	Procurement Gateway Board
Engage with local businesses, voluntary and 3 rd sector organisations promoting the councils commercial and social support opportunities i.e. Local Chamber of Commerce	Financial Services Team Manager\Procurement Officer
Support local businesses to bid for council business by providing training and organising seminars and meet the buyer events.	Financial Services Team Manager\Procurement Officer
LEADERSHIP	
Give assurance\confidence to local communities, business and employees that the councils procurement is managed effectively and appropriately in accordance with legislation and government policy	Procurement Gateway Board
Provide pro-active support to the Procurement Gateway Board by identifying opportunities and matters of contractual risk	Financial Services Team Manager\Procurement Officer\Legal Services
Up-skill, train and update those staff who are engaged on procurement activity to maintain a corporate perspective and promote good procurement practice	Financial Services Team Manager\Procurement Officer
MODERNISING PROCUREMENT	
Ensure that procurement policy and procedures are in line with current legislation, good practice principles and maximising the benefits of technology	Procurement Gateway Board
Conduct research and carry out soft market testing where necessary in order that procurements are focussed and future proofed	Financial Services Team Manager\Procurement Officer
Maintain good networking relationships with other procurement professionals to ensure that good practice and principles are shared and identify and explore opportunities for income generation and sponsorship	Procurement Officer
Maintain and update the business portal on the councils website using appropriate communication media to engage with the market-place	Procurement Officer

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Notice of Executive Key Decisions

The attached notice lists the matters which are likely to be the subject of a key decision by the Council's executive and executive decision making bodies. This notice is produced in accordance with the Constitution adopted by North West Leicestershire District Council and will be published a minimum of 28 days before the date on which a key decision is to be made on behalf of the Council.

The date of publication of this notice is Friday, 18 September 2015. The Deadline for making any representations as to why items marked as private should be considered in public by **Cabinet on 20 October 2015 is 5pm Friday, 9 October 2015.**

Key Decisions

A key decision means a decision taken by the Cabinet, a committee of the Cabinet, an area or joint committee or an individual in connection with the discharge of a function which is the responsibility of the executive and which is likely:

- (a) to result in the Council incurring expenditure which is, or the making of savings which are, significant having regard to the Council's budget for the service or function to which the decision relates; or
- (b) to be significant in terms of its effects on communities living or working in an area comprising two or more wards in the area of the Council;
- (c) for the purposes of (a) and (b) above £100,000 shall be regarded as significant in terms of expenditure or savings, and any issue which, in the opinion of the Leader is likely to have an impact on people, shall be regarded as significant in terms of impact on communities.

The Council's Executive

The Council's executive committee is the Cabinet. The Cabinet comprises:

Councillor R Blunt	-	Leader	Councillor T J Pendleton	-	Regeneration and Planning
Councillor A V Smith MBE	-	Deputy Leader and Community Services	Councillor N J Rushton	-	Corporate
Councillor T Gillard	-	Business	Councillor R D Bayliss	-	Housing

Confidential Items and Private Meetings of the Executive

Whilst the majority of the Cabinet's business at the meetings listed in this notice will be open to the public and media organisations to attend, there will inevitably be some business to be considered that contains, for example, confidential, commercially sensitive or personal information. This is a formal notice under the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 that part of the Cabinet meetings listed in this Forward Plan may be held in private because the agenda and reports for the meeting contain exempt information under Part 1 Schedule 12A to the Local Government Act (Access to Information) Act 1985 (as amended) and that the public interest in withholding the information outweighs the public interest in disclosing it. Those Items where it is considered that they should be considered in private are identified on the Notice.

Access to Agenda and Related Documents

Documents relating to the matters listed in this notice are available at least 5 clear working days prior to the date of decision as indicated below. Other documents relevant to the matters listed in this notice may be submitted to the decision maker.

If you wish to request or submit a document, or make representation in relation to any issue contained within this notice, please contact Democratic and Support Services on telephone number 01530 454512 or by emailing memberservices@nwleicestershire.gov.uk

Executive Decisions

Decision	Decision Maker	Status of Decision	Public or Private (and reason – where private)	Date of Decision	Contacts	Documents to be submitted to the Decision Maker
October						
Creation of a Leicester and Leicestershire Combined Authority	Cabinet	Key	Public	20 October 2015	Councillor Richard Blunt Tel: 01530 454510 richard.blunt@nwleicestershire.gov.uk Head of Legal and Support Services Tel: 01530 454762 elizabeth.warhurst@nwleicestershire.gov.uk	Report
Housing Asset Management Strategy	Cabinet	Key	Public	20 October 2015	Councillor Roger Bayliss Tel: 01530 411055 roger.bayliss@nwleicestershire.gov.uk Head of Housing Tel: 01530 454780 chris.lambert@nwleicestershire.gov.uk	Report
Procurement Strategy	Cabinet	Key	Public	20 October 2015	Councillor Nicholas Rushton Tel: 01530 412059 nicholas.rushton@nwleicestershire.gov.uk Head of Finance Tel: 01530 454520 ray.bowmer@nwleicestershire.gov.uk	Report and Procurement Strategy

Decision	Decision Maker	Status of Decision	Public or Private (and reason – where private)	Date of Decision	Contacts	Documents to be submitted to the Decision Maker
Anti Fraud and Corruption Strategy and Anti Money Laundering Policy	Cabinet	Key	Public	20 October 2015	Councillor Nicholas Rushton Tel: 01530 412059 nicholas.rushton@nwleicestershire.gov.uk Head of Finance Tel: 01530 454520 ray.bowmer@nwleicestershire.gov.uk	Report, Anti-Fraud and Corruption Strategy and Anti-Money Laundering Policy
November						
New Build Proposals for Council Housing	Cabinet	Key	Part Private Information relating to the financial or business affairs of any particular person (including the authority holding that information) Confidential information contained in Appendix 2	17 November 2015	Councillor Roger Bayliss Tel: 01530 411055 roger.bayliss@nwleicestershire.gov.uk Head of Housing Tel: 01530 454780 chris.lambert@nwleicestershire.gov.uk	Report
Minutes of the Coalville Special Expenses Working Party - 13 October 2015	Cabinet	Non-Key	Public	17 November 2015	Councillor Alison Smith MBE Tel: 01530 835668 alison.smith@nwleicestershire.gov.uk Head of Community Services Tel: 01530 454832 john.richardson@nwleicestershire.gov.uk	Report and Minutes of meeting

Decision	Decision Maker	Status of Decision	Public or Private (and reason – where private)	Date of Decision	Contacts	Documents to be submitted to the Decision Maker
Quarter 2 2015/16 Performance Report	Cabinet	Non-Key	Public	17 November 2015	Councillor Richard Blunt Tel: 01530 454510 richard.blunt@nwleicestershire.gov.uk Head of Legal and Support Services Tel: 01530 454762 elizabeth.warhurst@nwleicestershire.gov.uk	Report
December						
Asset Management Strategy	Cabinet	Key	Public	8 December 2015	Councillor Nicholas Rushton Tel: 01530 412059 nicholas.rushton@nwleicestershire.gov.uk Head of Finance Tel: 01530 454520 ray.bowmer@nwleicestershire.gov.uk	Report
Capital Programmes Projected Outturn 2015/16 and Draft Capital Programmes 2016/17 - 2019/20	Cabinet	Key	Public	8 December 2015	Councillor Nicholas Rushton Tel: 01530 412059 nicholas.rushton@nwleicestershire.gov.uk Head of Finance Tel: 01530 454520 ray.bowmer@nwleicestershire.gov.uk	Report
Draft General Fund Revenue Budget 2016/17	Cabinet	Key	Public	8 December 2015	Councillor Nicholas Rushton Tel: 01530 412059 nicholas.rushton@nwleicestershire.gov.uk Head of Finance Tel: 01530 454520 ray.bowmer@nwleicestershire.gov.uk	Report

Decision	Decision Maker	Status of Decision	Public or Private (and reason – where private)	Date of Decision	Contacts	Documents to be submitted to the Decision Maker
Former Tenant Rent Arrears, Current Tenant Rent Arrears, Council Tax, Non Domestic Rates and Sundry Debtor Write Offs	Cabinet	Key	Part Private Some background papers contain exempt information	8 December 2015	Councillor Nicholas Rushton Tel: 01530 412059 nicholas.rushton@nwleicestershire.gov.uk Head of Finance Tel: 01530 454520 ray.bowmer@nwleicestershire.gov.uk	Report
Housing Revenue Account (HRA) Budget Proposals for 2016/17	Cabinet	Key	Public	8 December 2015	Councillor Nicholas Rushton Tel: 01530 412059 nicholas.rushton@nwleicestershire.gov.uk Head of Finance Tel: 01530 454520 ray.bowmer@nwleicestershire.gov.uk	Report
January						
NWL Housing Strategy 2016-2021	Cabinet	Key	Public	12 January 2016	Councillor Roger Bayliss Tel: 01530 411055 roger.bayliss@nwleicestershire.gov.uk Head of Housing Tel: 01530 454780 chris.lambert@nwleicestershire.gov.uk	Report and Strategy
February						

Decision	Decision Maker	Status of Decision	Public or Private (and reason – where private)	Date of Decision	Contacts	Documents to be submitted to the Decision Maker
Capital Programmes 2016/17 to 2019/20	Cabinet	Key	Public	9 February 2016	Councillor Nicholas Rushton Tel: 01530 412059 nicholas.rushton@nwleicestershire.gov.uk Head of Finance Tel: 01530 454520 ray.bowmer@nwleicestershire.gov.uk	Report
General Fund and Special Expenses Revenue Budgets 2016/17	Cabinet	Key	Public	9 February 2016	Councillor Nicholas Rushton Tel: 01530 412059 nicholas.rushton@nwleicestershire.gov.uk Head of Finance Tel: 01530 454520 ray.bowmer@nwleicestershire.gov.uk	Report
Housing Revenue Account (HRA) Budget and Rent Increase 2016/17	Cabinet	Key	Public	9 February 2016	Councillor Nicholas Rushton Tel: 01530 412059 nicholas.rushton@nwleicestershire.gov.uk Head of Finance Tel: 01530 454520 ray.bowmer@nwleicestershire.gov.uk	Report
Minutes of the Coalville Special Expenses Working Party - 15 December 2015	Cabinet	Non-Key	Public	9 February 2016	Councillor Alison Smith MBE Tel: 01530 835668 alison.smith@nwleicestershire.gov.uk Head of Community Services Tel: 01530 454832 john.richardson@nwleicestershire.gov.uk	Report and Minutes

Decision	Decision Maker	Status of Decision	Public or Private (and reason – where private)	Date of Decision	Contacts	Documents to be submitted to the Decision Maker
The Treasury Management Strategy Statement 2016/17 and Prudential Indicators 2016/17 to 2018/19	Cabinet	Key	Public	9 February 2016	Councillor Nicholas Rushton Tel: 01530 412059 nicholas.rushton@nwleicestershire.gov.uk Head of Finance Tel: 01530 454520 ray.bowmer@nwleicestershire.gov.uk	Report
March						
Former Tenant Rent Arrears, Current Tenant Rent Arrears, Council Tax, Non Domestic Rates and Sundry Debtor Write Offs	Cabinet	Key	Part Private Some background papers contain exempt information	8 March 2016	Councillor Nicholas Rushton Tel: 01530 412059 nicholas.rushton@nwleicestershire.gov.uk Head of Finance Tel: 01530 454520 ray.bowmer@nwleicestershire.gov.uk	Report
Quarter 3 2015/16 Performance Report	Cabinet	Non-Key	Public	8 March 2016	Councillor Richard Blunt Tel: 01530 454510 richard.blunt@nwleicestershire.gov.uk Head of Legal and Support Services Tel: 01530 454762 elizabeth.warhurst@nwleicestershire.gov.uk	Report
April						
There are no meetings scheduled.						
May						
There are no meetings scheduled.						

Decision	Decision Maker	Status of Decision	Public or Private (and reason – where private)	Date of Decision	Contacts	Documents to be submitted to the Decision Maker
June						
Minutes of the Coalville Special Expenses Working Party - 19 April 2016	Cabinet	Non-Key	Public	14 June 2016	Councillor Alison Smith MBE Tel: 01530 835668 alison.smith@nwleicestershire.gov.uk Head of Community Services Tel: 01530 454832 john.richardson@nwleicestershire.gov.uk	Report and Minutes
Quarter 4 Performance and End of Year 2015/16 Report	Cabinet	Non-Key	Public	14 June 2016	Councillor Richard Blunt Tel: 01530 454510 richard.blunt@nwleicestershire.gov.uk Head of Legal and Support Services Tel: 01530 454762 elizabeth.warhurst@nwleicestershire.gov.uk	Report
July						
No items.						
August						
There are no meetings scheduled.						
September						
No items.						

POLICY DEVELOPMENT GROUP – WORK PROGRAMME (as at 18/09/15)

Date of Meeting	Item	Lead Officer	Witnesses
6 January 2016	Unspent Section 106 Money for Healthcare	Chris Elston	None identified
2 March 2016			
22 June 2016			

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